



## Board of Directors Board Report – August 30, 2021

*At Northwest Youth Services, we affirm youth experience and autonomy, as we work together to foster collective healing and justice, in order to dismantle the systems of oppression that perpetuate youth homelessness.*



**Jenn Daly, Director of Advancement**

### Development & Communications

<p>Current Success</p>	<p>Four out of five staff highlight videos will be filmed on 8/26. Our staff videos will introduce program staff/teams, help community members understand how we work and support young people, and share real examples of young people served in our programs.</p> <p>In September Nicole Hemenway Bratz and Jason will partner together to film our Impact Video as the anchor of our end-of-year appeal, as well as complete the fifth program highlight.</p> <p>EVENTS IN 2022 – We are in talks with the Port of Bellingham and Kulshan to host an outdoor food and music festival on September 10, 2022, at Trackside near Waypoint Park. Our tentative name of this event is Waterside Northwest. This would be an opportunity to host a low barrier event that provides small opportunities to learn about our work.</p> <p>We would still like to host a sit-down luncheon or breakfast with a one-hour program and ask in 2022. This would replace our Gala and be held in April or May. This event would be most successful with Board buy-in, a chairperson for the event from the Board (ideally) and a table captain model to build the audience. I hope that we can talk about this in September and decide as a team (Board and staff) whether to move this forward for next spring.</p>
<p>Current Challenge</p>	<p>We’ve only had a handful of qualified candidates for our Advancement Coordinator position. This position is being advertised now and will support our community outreach and development efforts moving forward. We hope to have this position filled in September.</p> <p>In NEVER FAILS that there is a lull in early August and then an onslaught of development activity as we enter September. This year this is made more challenging without a Grants Manager and trying to line up funding for the new PAD location.</p>
<p>Current Opportunity</p>	<p><b>THERE IS STILL TIME TO SECURE SPONSORSHIPS</b> – We are actively recruiting sponsors for our 2021 video and fundraising efforts at the end of the year. We have raised \$10,000 to date from Phillips 66, Peoples Bank, Rice Insurance, Seeking Health and Birch Equipment. Our goal is \$30,000!</p>



Here is a link to our 2021 Sponsor package: [https://4e26569c-1ed7-42d1-b160-4e7da3d8ae26.filesusr.com/ugd/adb3dd\\_44faa7c80c7c4171a863476650573c20.pdf](https://4e26569c-1ed7-42d1-b160-4e7da3d8ae26.filesusr.com/ugd/adb3dd_44faa7c80c7c4171a863476650573c20.pdf)



**Paula Matthyse, Director of Finance & Operations**

## Operations

<p>Current Success</p>	<ul style="list-style-type: none"> <li>• Our offer on a new location for the PAD was accepted! We are to close with the seller on September 30, 2021. A residential inspection resulted in a punch list of items to be added to a needs assessment with costs for the COB and Commerce applications.</li> <li>• Conversations with the City of Bellingham, DCYF Licensor, Architect Sean Hegstad, and Contractor Tim Jensen have surfaced the many action items we need to complete before we can move into the home. More to come!</li> <li>• Support for young person as a new tenant at 22N has required navigation and creativity of several staff across service pillars. The TEAM has worked diligently to house a youth facing many system challenges. Kudos to the team and the youth for staying the course toward permanent supportive housing.</li> <li>• ONGOING success and partnership-building continues with the Opportunity Council and the team at 22N. A retreat is planned for September if COVID does not impact the gathering, otherwise we'll meet as a whole team on ZOOM. Changes that make a difference, OC assessment of when to call police and work on de-escalating and seeking support from NWYS staff onsite as possible. Guest policy strengthened to reflect tenant input and procedures for guest engagement that is tenant driven.</li> </ul>
<p>Current Challenge</p>	<ul style="list-style-type: none"> <li>• COVID impact to services at 22N and the Ground Floor increases needs for hazard pay for frontline staff. Finance Team is working to frame the needs and project through the end of this year.</li> <li>• Finance and Admin Team is reviewing financial tools to increase capacity and streamline procedures for direct service staff and finance team. Progress has supported that we will continue to use our current accounting software and align with tools that mesh well with Quickbooks.</li> <li>• Ongoing assessment about business continuity continue though we did expect to have the finance and admin team returning to the office. Hybrid schedules will continue to be supported.</li> </ul>
<p>Current Opportunity</p>	<ul style="list-style-type: none"> <li>• Budgeting Process – Begins this week with ongoing support for directors and managers as they begin the 2 year planning for budgeting for their service pillars.</li> <li>• Current grievance forms and service application and HMIS procedures will be updated in the next 2 months with the work of a diverse team of service staff and administrative staff.</li> <li>• PAD renovation UPDATE- plans and budgets are in review week of August 23. Changing use to Emergency shelter for 18-24 requires less configuring of the interior of the space. This will provide some cost savings, which will be used to paint the building. Contractor will have paint bids this week. Timeline is asap.</li> </ul>



	<ul style="list-style-type: none"> <li>Best quote of the week – from Stephanie Wagner as we work with all service teams to own our budget and identify strategies for sustainable services and long term planning:  <b><i>DECENTRALIZE THE FINANCIAL KNOWLEDGE!</i></b></li> </ul>
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**Rachel Handy, Director of Engagement Services**

**Skagit Programs**

<p>Current Success</p>	<ul style="list-style-type: none"> <li>Staffing needs across engagement services was a priority this month. The Ground Floor identified a plan for success which includes a new shift calendar that provides floor coverage with two staff and Rowan and Clayton as back up. At least one on-call position will also be filled to help allow staff to take time off when needed.</li> <li>The cross-program support between Peter, SOP Coordinator, and Rowan, GF Manager, also informed staffing plans in which we can retain Beth and Kata in full-time positions by structuring shifts in both services. This connection between SOP and GF, and the strong rapport Beth and Kata have built with youth, is a huge success that we are being intentional to sustain.</li> <li>Skagit Engagement is hiring for a Coordinator role to work with Adair in outreach, case management and youth interest pool management is under way. This has been a long time coming and we are so excited to start the hiring process.</li> <li>The Vaccine Equity Project is under way in both counties as well! With this project we are able to assist youth in making informed decisions about the Covid-19 vaccine and lowering barriers by providing up to \$100 per youth to meet basic needs.</li> </ul>
<p>Current Challenge</p>	<ul style="list-style-type: none"> <li>The recent outbreaks of Covid-19 in the community and those experiencing homelessness is our current challenge in all services and sites. The Ground Floor has modified services to be outside and youth allowed inside one at a time to help reduce and contain the spread amongst youth.</li> <li>While staff are responding in all ways possible, the greatest need is support from the County to respond to the need for Isolation and Quarantine Facilities for unhoused youth to safely quarantine. Many youth are not able to access IQF beds and are turned away due to maxed capacity or deemed ineligible from the Light House Mission Ministries. We are working to provide youth with testing and vaccinations on-site, however once a youth tests positive staff are struggling to help them find a place to go.</li> <li>The lack of communication from Base Camp and the County when the outbreak began has also highlighted frustrating challenges. As the Delta variant poses an immediate threat to the community’s safety and wellbeing, we are finding ourselves once more in fierce advocacy for the needs of vulnerable youth.</li> </ul>
<p>Current Opportunity</p>	<ul style="list-style-type: none"> <li>Jason connected with our new partners at North Sound ACH to receive rapid testing kits within 24 hours of the outbreak. This partnership is incredibly promising and supportive in many ways, including scheduling pop-up vaccination</li> </ul>



	<p>clinics. Unity Care was also incredibly responsive to our requests and will be assisting in additional pop-up clinics.</p> <ul style="list-style-type: none"> <li>• In Skagit County, mobile testing and vaccination clinics are increasing and we are working on partnerships to bring a pop-up vaccination clinic to our Burlington location. We hope that IQF units will also become available in Skagit.</li> <li>• In addition to these promising partnerships, recent meetings with the Skagit YMCA and Oasis Teen Shelter are forming some great collaboration that will assist in increasing supports for under-served youth in Skagit.</li> </ul>
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**Luis Reyna, Director of Housing Services**

**Housing Services**

<p>Current Success</p>	<p><b>THE PAD</b></p> <ul style="list-style-type: none"> <li>• The PAD has hired additional staff and is undergoing a training period which consists of mindfulness training, trauma informed care, crisis de-escalation, reviewing of the policies and procedures, and more.</li> </ul> <p><b>COMMUNITY-BASED</b></p> <ul style="list-style-type: none"> <li>• We have officially onboarded our new Community-Based Housing Services Manager, Senovia Lehman. She is all about creating sustainable processes that are efficient and work for everyone on the team. We look forward to learning more from her expertise.</li> <li>• The Whatcom team is reimagining the space at the 1020 Achievement Center. The teams that share the space are working on creating a sense of culture and community and ensuring we can create a safer physical space as well.</li> </ul> <p><b>EVICTION PREVENTION</b></p> <ul style="list-style-type: none"> <li>• We are actively hiring additional staff for the Whatcom team. This will hopefully allow us to distribute rental funds quicker and better serve the youth on our waitlist.</li> </ul> <p><b>SKAGIT</b></p> <ul style="list-style-type: none"> <li>• Skagit is also hiring an additional case manager to support the team especially with the growing numbers of Rapid Re-Housing youth participants.</li> <li>• We are working on creating different spaces within the new office, including an Art Hive which we are super excited about!</li> </ul>
<p>Current Challenge</p>	<ul style="list-style-type: none"> <li>• The PAD temporarily paused on all intakes and exited the youth in care due to a staffing shortage. The PAD paused on August 8, 2021 and anticipates to resume on Friday August 27, 2021.</li> <li>• Parking for the tenants at 22N has been an ongoing conversation. Recently the city placed parking meters outside the building creating even more of a barrier for anyone living at 22N, especially the young people. We will need to speak with the city and come up with a creative solution.</li> </ul>



Current Opportunity	<ul style="list-style-type: none"> <li>The PAD has identified a new home and is in the process of sealing the deal! Once this happens, we will be able to make any necessary renovations and prepare for relicensing in the new space.</li> </ul>
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**Shantel Rapp, Director of Human Resources**

**Human Resources**

Current Success	<ul style="list-style-type: none"> <li>We have hired two new full time PAD Youth Advocates, Grady Thomas and Max Ortiz. They both started working with NWYS on August 10<sup>th</sup>. We are happy to have them join the team.</li> <li>We have hired a Whatcom Housing Case Manager, Sequoia Roessel. Sequoia joined the team at the beginning of August. We are excited to have her on the team as well.</li> <li>Interviews are in process for many of our open positions and I anticipate we will be hiring in the next month.</li> <li>With the acceptance of the new Mission, Vision, and Values statements our Justice, Equity, Diversity, and Inclusion Coordinator, Kiana Jenkins has begun the work of pulling together Northwest Youth Services first ever Cultural Impact Committee (CIC). Here is the email she sent to all NWYS staff introducing the formation of the CIC, what it entails, and how to participate:</li> </ul> <p><i>Hi Everyone,</i></p> <p><i>To follow up on the release of our new mission, vision, and values, and to continue to hold our agency to this standard, we will be starting to form our Cultural Impact Committee.</i></p> <p><i>Guided by our mission, values, and vision, the <b>Cultural Impact Committee (CIC)</b> will affirm anti-racist practices and cultural proficiency throughout Northwest Youth Services. The CIC will be an internal accountability body that holds power around updating our current structure and processes as we start <b>to dismantle the systems of oppression that perpetuate youth homelessness.</b></i></p> <p><i>The committee will consist of 8 to 10 staff represented from all pillars of service, sites (such as Whatcom and Skagit), and one or two members will be from the youth action committee. The details of term responsibilities and length have yet to be decided and will be structured from an inaugural team- which will then transition to the CIC of 2022.</i></p> <p><i><u>The inaugural CIC team (from September to the end of the year) will be in charge of building a framework and structure around bylaws, long-term visioning, vetting process, and the organization of subcommittees within the agency. Some expectations of CIC members will be to commit to the work, have an anti-racist focus aligned with new mission, vision, and values, and participate in all staff trainings.</u></i></p> <p><i>For these beginning phases, <b>Jason and I will be taking nominations or recruiting individuals to join the inaugural/2022 CIC team.</b> Please reach out to either of us to nominate yourself, others, or to ask any clarifying questions. <u>We hope to begin this</u></i></p>
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	<p><i><u>process ASAP, as we have already received a few nominations. <b>If interested, please respond by 8/20.</b></u></i></p> <p><i>Thank you for being dedicated to pushing this work forward.</i></p> <p><i>With gratitude, Kiana Jenkins</i></p>
<p>Current Challenge</p>	<ul style="list-style-type: none"> <li>• We have four staff members who have left or will soon be leaving the organization. They will be missed, and we wish them well on their future endeavors. <ul style="list-style-type: none"> <li>○ Sarah Bosch – Whatcom Eviction Prevention Coordinator, Sarah was with us for a short time and left the organization in late July.</li> <li>○ Riley Brack – PAD Youth Advocate and On-Call Ground Floor Youth Advocates left the organization August 10<sup>th</sup>. Riley worked for the organization for 6 months.</li> <li>○ Elizabeth Abbott – Acting Clinical Director left the organization on August 13<sup>th</sup>. She has been with the organization for two years. She also worked for NWYS in the past as a Skagit Housing Case Manager.</li> <li>○ Kimberly Rene – Ground Floor Youth Advocate and formerly a PAD Youth Advocate will be leaving the organization at the end of August. Kimberly has been with the organization for almost 3 years.</li> </ul> </li>   <li>• We need to fill the following positions. If you know of anyone who may be interested, please direct them to our website for more information, <a href="http://www.nwys.org">www.nwys.org</a>. <ul style="list-style-type: none"> <li>○ On-call Overnight PAD Youth Advocate</li> <li>○ Skagit Housing Case Manager -interviews in process</li> <li>○ Director of Community and Healing Services (this position incorporates the QYP Manager position) – selection is being made, stay tuned</li> <li>○ Community Advocate – interviews started the week of August 23<sup>rd</sup></li> <li>○ Human Resources Assistant – screening interviews are in process</li> <li>○ Whatcom Eviction Prevention Coordinator</li> <li>○ Advancement Coordinator</li> <li>○ Part-time Ground Floor Youth Advocate</li> <li>○ On-call Ground Floor Youth Advocate</li> </ul> </li> </ul>
<p>Current Opportunity</p>	<ul style="list-style-type: none"> <li>• I celebrate our new Mission, Vision, and Values statements and I am excited to implement it into our daily work. I am especially excited to see the start of the Cultural Impact Committee and how it will guide the organization going forward. The formation of this committee will directly impact Human Resources (soon to be changed to Culture and Employee Relations) for the better.</li> </ul>



**Jason McGill, Executive Director**

**Executive Leadership**



Current Success	<ul style="list-style-type: none"> <li>• We found a new home for the PAD, as stated above.</li> <li>• We adopted a new Mission, Values, Vision statements – YAY</li> </ul>
Current Challenge	<ul style="list-style-type: none"> <li>• One challenge is a continued challenge and that is changing the internal culture. We continue to have “old habits” that hinder our ability to think outside of the box as an agency.</li> <li>• Another challenge is the continued focus and adjusting to the COVID Variant. This caused our Ground Floor services to adjust how they’re operating and will continue to impact the morale of staff.</li> </ul>
Current Opportunity	<ul style="list-style-type: none"> <li>• The current opportunity is to strengthen community partnerships that are aligned with our new mission.</li> <li>• Another opportunity is to rally behind staff appreciation and it would be helpful to have some board members involved in this process.</li> </ul>

