



## **2019 – 2023 Strategic Plan**

*Achieve organizational sustainability and health*

### **Executive Summary**

Northwest Youth Services has experienced tremendous growth over the last ten years; adding new programs, programming sites and staff capacity to better meet the needs of the youth in our communities. Much of this growth has been realized through restricted and/or government funding – creating a strain on the organization’s limited unrestricted funding.

In an effort to “*achieve organizational stability and health*” Northwest Youth Services has dedicated the next five years of its strategic efforts to expanding on its financial strength and stability, ensuring the highest quality of youth-centered programs, and investing in the dedicated professionals who make this work possible, our staff.

### **Process**

Northwest Youth Services began drafting its 2019-2023 Strategic Plan in late 2017, with the formation of its ad-hoc Strategic Planning Committee. This committee was comprised of members of the Board of Directors, the Executive Director, program management and direct service staff and young people who were actively being served or who had recently exited our programs.

The committee started it’s process by gathering stakeholder input through on-line and in person surveys, as well as through 1:1 interviews of youth, donors, general community members, non-profit partners, board members and staff.

Stakeholder feedback included the following:

Q: What does the success of Northwest Youth Services look like?

A: “Ultimately, closure due to lack of need. In the meantime, continued operation, decreasing youth homelessness in our community.” – Community Member

A: “A community where young people have someone they can trust to share their struggles, goals, and be able to ask for help.” – Community Member

A: "Reduction of kids in the street, teens with support networks, youth with housing and working on self-sufficiency; success with basic job-hunting skills, budgeting, setting boundaries, intrapersonal communication." – Community Member

A: "Success would be increasing NWYS's capacity to serve and the increase the number of youth and young adults that are served." – Donor

With input from over 150 stakeholders, the committee worked to narrow its plan into themes, priorities and, eventually, three main goals:

- 1) Financial Strength
- 2) Quality and Effective Youth Services
- 3) Employee Care

With direction provided by the Strategic Planning Committee, the Executive Director and Leadership Team developed strategies and a work plan for 2019 and beyond.

Moving forward into 2019, these goals and strategies will be used to frame our collective work. The board will review progress monthly, quarterly and annually, and defined in the Strategic Plan, and set time aside annually to review the next year's scope of work and consider any new factors to meeting these goals.

The 2019-2023 Strategic Plan was voted into action at the November 29, 2018, Board of Directors meeting. In early 2019, the Director of Development and Communications will develop an abridged version that incorporates our new organization-wide impact measures to share with funders, donors and the community-at-large.

## Goal 1: Financial Strength

	Responsible Party	Timeframe
<b>Strategy 1: Develop an annual fundraising plan, based on baseline fundraising information gathered in 2018 and beyond, which prioritizes increased donor support and community engagement.</b>		
1a. Develop and share annual fundraising plan with goals and metrics with BOD annually. Plan will include growth strategies for annual fund, events, major donors, corporations/foundations and contracts.	Development	Feb 2019 Annually
1b. Establish a baseline and develop a dashboard to track/report donor engagement. Share quarterly with BOD, and a final report on previous year. <ul style="list-style-type: none"> <li>• Number of annual donors - increase</li> <li>• Number of first-time donors - increase</li> <li>• Number of lapsed donors – decrease</li> <li>• Amount raised annually – increase</li> <li>• Number of relationships/contacts in donor database– increase</li> </ul>	Development	Feb 2019  Full Analysis Annually; Jan  Quarterly updates
1c. Develop individualized major (\$1,000+ a year) donor “moves management” strategies for current and prospective donors. <ul style="list-style-type: none"> <li>• Actively track engagement and activities for 75 – 100 major donors/prospects.</li> <li>• Form a steering committee to provide feedback, make connections, and host major donor events.</li> <li>• Create a strategic capacity building campaign/goal to inspire and engage leadership gifts.</li> <li>• Provide quarterly updates to the steering committee and BOD about: <ul style="list-style-type: none"> <li>- # donor impressions</li> <li>- # donor meetings</li> <li>- # gifts in progress</li> <li>- # gifts committed</li> <li>- Goal/progress toward goal</li> </ul> </li> </ul>	Development & Executive Director	Launch Jan 2019 – Living Document  Quarterly updates
1d. Examine and expand on the organization’s annual event, currently the “Light Their Path” gala, increasing the ROI year after year. <ul style="list-style-type: none"> <li>• Expand board ownership and leadership of the event.</li> </ul>		January 2019 Annually

<ul style="list-style-type: none"> <li>• Increase average annual gift per guest, year after year.</li> </ul>		
1e. Train organization staff and the BOD annually on their role in org. fundraising. Topics will evolve with needs of audience and organization.	Development & Executive Director	July 2019 Annually

**Strategy 2: Develop an annual communications plan that educates donors and the community at-large about the organization and the needs of youth experiencing homelessness in our community.**

2a. Share annual communications plan with goals and metrics with BOD annually. <ul style="list-style-type: none"> <li>• 2019 – Complete and launch organizational rebrand and messaging.</li> <li>• 2020 – Solidify perception of organization as leading youth services provider.</li> <li>• 2021 – Educate community on youth homelessness issues and how they can make an impact.</li> <li>• 2022 – TBD</li> <li>• 2023 – TBD</li> </ul>	Director of Development and Communications	Annually; Feb
2b. Create and continuously refine organizational outcomes that help to communicate overall impact of the organization. Examples include: <ul style="list-style-type: none"> <li>• # of youth served.</li> <li>• # of youth accessing vocational opportunities.</li> <li>• # of youth served finding safe housing options.</li> </ul>	Leadership Team & Program Support	Launch baseline collection in 2019; refine annually
2c. Establish a Communications Committee of the BOD to set communications goals, drive activities and meet communications metrics.	Director of Development and Communications & BOD	Establish in 2019; meet bi-monthly
2d. Train organization staff and the BOD annually on their role in communication. Topics will evolve with needs of audience and organization.	Development & Executive Director	May 2019; Annually

**Strategy 3: Ensure financial stability and health**

3a. Expand the organization’s fundraising efforts (Strategy 1) resulting in increased unrestricted revenue. <ul style="list-style-type: none"> <li>• Work to expand grant flexibility where possible.</li> <li>• Increase our Annual Fund and Major Donor giving through Strategy 1.</li> </ul>	Director of Development and Communications  Executive Director	Jan 2019; Annually
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<ul style="list-style-type: none"> <li>• Increase community recognition and engagement through Strategy 2.</li> </ul>		
3b. Pass and operate within a balanced budget.	Board of Directors	Annually
3c. Establish three months of operational reserves. <ul style="list-style-type: none"> <li>• Budget for a .5% surplus in 2019</li> <li>• Budget for a 1% surplus in 2020</li> <li>• Budget for a 1.5% surplus in 2021</li> <li>• Budget for a 2% surplus year after year</li> </ul>	Director of Operations Executive Director	Annually
3d. Establish sufficient cashflow (7% of total budget) <ul style="list-style-type: none"> <li>• Monitor annually and adjust as needed.</li> </ul>	Director of Operations Executive Director	2020

## Goal 2: Quality and Effective Youth Services

	Responsibilities	Timeline
<b>Strategy 1: Create and foster opportunities for youth voice in program evaluation and development-with the goal of developing and integrating youth leadership.</b>		
1a. Provide opportunities for youth to offer meaningful input including but not limited to: walk in hours with managers, suggestion boxes, surveys, interviews, focus groups.	Program Mgmt Team Clinical Team	December 2019
1b. Create Youth Advisory Board. <ul style="list-style-type: none"> <li>• Develop Youth Advisory Board Member job descriptions.</li> <li>• Create budget and incorporate into larger organization budget. <ul style="list-style-type: none"> <li>- Ensure Youth Advisory members are compensated for their time and expertise.</li> </ul> </li> </ul>	Clinical Team	June 2020
1c. Develop a youth incentive program including opportunities for participation and growth; creating pathways to employment and leadership development mentorship, volunteer, internships, employment. <ul style="list-style-type: none"> <li>• Update current youth job descriptions.</li> <li>• Create more meaningful employment and volunteer opportunities.</li> </ul>	Vocational Program Human Resources	December 2020

<b>Strategy 2: Promote a healthy, vibrant program culture that honors growth and learning.</b>		
2a. Provide healthy, nutritious foods for youth in all programs.	Program Mgmt Team	March 2020
2b. Identify additional funding and resources to support increased health and quality in programs (nutrition, furnishings, program supplies, technology, and maintenance needs).	Director of Development Program Director	March 2020
2c. Create and/or collaborate to provide life skills classes which integrate skill building in one on one sessions, group activities, and community participation.	Program Mgmt Team Clinical Team	June 2020
2d. Adopt a public health lens to daily operations of the programs. <ul style="list-style-type: none"> <li>Bring in a public health educator to complete assessment.</li> </ul>	Clinical Director Director of Operations	June 2021
2e. Create and implement a stronger practice of family reunification in all programs.	Program Mgmt Team Clinical Team	December 2022

<b>Strategy 3: Develop quality assurance processes and evaluation metrics with the aim of enhancing youth services.</b>		
3a. Develop safety procedures that adhere to Occupational Safety and Health Administration (OSHA) standards.	Clinical Director Director of Operations	December 2019
3b. Develop process to integrate new research and promising practices into programs in a timely manner.	Training Coordinator Leadership Team	June 2022
3c. Develop metric and assessment process for quality assurance.	Clinical Director Programs Director	December 2022

### Goal 3: Employee Care

	Responsibilities	Timeline
<b>Strategy 1: Promote a healthy and vibrant agency culture that honors growth and learning</b>		
1a. Create a diversity/equity committee. <ul style="list-style-type: none"> <li>• Complete organizational assessment and define diversity for the organization.</li> <li>• All staff trained in Gracious Space or similar curriculum.</li> <li>• Create a plan to integrate equity/diversity into staff retreats and activities – connect to Goal 3, 1b. Plan to include, but not limited to:               <ul style="list-style-type: none"> <li>- Hiring Robin DiAngelo to facilitate a workshop on "White Fragility."</li> <li>- Leadership and/or All Staff Book Club: Read DiAngelo's book, White Fragility.</li> </ul> </li> </ul>	Human Resources Director of Operations	December 2019
1b. Create an annual calendar of staff meetings, retreats and activities to build a culture of appreciation, engagement, collaboration and restoration. <ul style="list-style-type: none"> <li>• Increase employee positive work culture focusing on leadership development, clear communication about progress toward goals, and life balance.</li> </ul>	Human Resources Leadership Team	December 2019
1c. Integrate elements of creativity into routine events; meetings, workdays, community activities, traditions, programs spaces, etc. <ul style="list-style-type: none"> <li>• Align employee recognition with culture and core values of Northwest Youth Services.</li> </ul>	Leadership Team	June 2020
<b>Strategy 2: Endorse and integrate a whole person care approach that acknowledges and addresses the needs of staff.</b>		
2a. Create a benefits packet for distribution to new employees from Human Resources.	Human Resources Director of Operations	April 2019
2b. Create thorough onboarding and orientation process that equips all staff with necessary and relevant training	Human Resources Leadership Team	April 2019

to their position. Inclusive of organizational culture and values.		
<p>2c. Provide clear expectations and opportunities for ongoing training and professional development for all staff.</p> <ul style="list-style-type: none"> <li>• Create structure for a learning community culture.</li> <li>• Include after training reflection, opportunities for further conversation, and support for teams to apply information through collaborative time with peers in team settings.</li> </ul>	<p>Training Coordinator Director of Operations Human Resources</p>	<p>June 2019</p>

<b>Strategy 3: Foster a working environment that promotes agency strengths and external relationship building.</b>		
3a. Identify list of key community partners.	<p>Mgmt Team Leadership Team</p>	<p>December 2019</p>
3b. Offer community trainings for free or low cost to community (Positive Youth Development, LGBTQ Safety & Resiliency, Trauma Informed Care, Right Response).	<p>Program Staff Clinical Team</p>	<p>December 2019</p>
3c. Set target goals for relationship building for each program based on program map of key community partnerships.	<p>Mgmt Team Director of Programs</p>	<p>January 2020</p>
<p>3d. Increase community capacity to include young people into already existing spaces to build lasting permanent connections.</p> <ul style="list-style-type: none"> <li>• Create a work group to develop and implement strategies inclusive of, but not limited to: <ul style="list-style-type: none"> <li>○ Offering and provide trainings to community members and businesses.</li> <li>○ Explore developing a host home model.</li> </ul> </li> </ul>	<p>Clinical Director Program Director</p>	<p>December 2021</p>

<b>Strategy 4: Invest in Northwest Youth Services staff</b>		
<p>4a. Implement and maintain Northwest Youth Services' Compensation Philosophy</p> <ul style="list-style-type: none"> <li>Northwest Youth Services will use the 50th percentile of each wage scale as the target for employee base pay. Individual placement against that target will be based on experience, education and performance.</li> <li>Northwest Youth Services will re-evaluate the current compensation scale against market averages every 1-2 years based on the market and/or annual budget capacity with a goal of adjusting wages to 95% of current market averages.</li> </ul>	Finance Manager Human Resources Manager	August 2019; Annually as part of budget building process.
<p>4b. Encourage use of Professional Development Plans to help employees set and reach short- and long-term employment goals.</p> <ul style="list-style-type: none"> <li>Fund training and educational opportunities to help staff achieve goals.</li> </ul>	Training Specialist Director of Operations	August 2019; Annually
<p>4c. Review benefits package every year to optimize employee care options.</p> <ul style="list-style-type: none"> <li>Receive quotes from insurance providers for alternate medical plans and explore options for alternative health care plans including HSAs, HMOs, and PPOs.</li> </ul>	Human Resources Manager Board of Directors	August 2019; Annually as part of budget building process.
<p>4d. Determine and implement strategies to encourage and support usage of employee vacation days and self-care time.</p>	Human Resources Manager Board of Directors	January 2020

<b>Strategy 5: Improve work space / offer a safe, productive work environment</b>		
<p>5a. Ensure work spaces are clean and hygienic.</p> <ul style="list-style-type: none"> <li>Invest in multiple, part-time youth janitors in Whatcom and Skagit counties.</li> <li>Set aside program dollars for quarterly deep cleans of the PAD and the Ground Floor.</li> </ul>	Director of Operations	April 2019
<p>5b. Ensure the Safety Committee plans annual emergency drills, keeps emergency plans up-to-date and disseminated, and keeps emergency equipment stocked.</p>	Director of Operations	April 2019
<p>5c. Create a formalized system whereby staff can report safety concerns and concerns are responded to in a timely manner.</p>	Director of Operations	June 2019

5d. Plan for additional staff spaces in work locations for breaks, self-care, naps, meals, and personal space.	Director of Operations	December 2019
5e. Create welcoming office and meeting spaces (consider: plants, furniture, wall art, lighting, clear signage, natural light, etc.)	Director of Operations Director of Development and Communications	December 2020

<b>Strategy 6: Encourage excellence in staff performance &amp; youth outcomes</b>		
6a. Determine and implement strategies to reward or recognize excellence in work performance that engage staff as leaders and professionals.	Board of Directors Leadership Team Human Resources	December 2021

<b>Strategy 7: Build infrastructure that supports long term business continuity and to best support staff and youth</b>		
7a. Improve technology access and system. <ul style="list-style-type: none"> <li>• Create a technology plan.</li> <li>• Upgrade server technology and email services.</li> <li>• Upgrade Windows and devices.</li> <li>• Create infrastructure for integrated clinical and program services that are HIPAA compliant.</li> </ul>	Director of Development Director of Operations	January 2019 January 2020 January 2021
7b. Vehicles <ul style="list-style-type: none"> <li>• Secure two additional (3 total) vehicles for Whatcom County.</li> <li>• Ensure upkeep of the vehicle in Skagit County.</li> </ul>	Director of Development Director of Operations	December 2023
7c. Update and/or create succession planning for key roles, including directors and managers.	Board of Directors Leadership Team	December 2023