



## Board of Directors Board Report – March 28, 2022

*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.*

### Maverick Tang, Director of Community & Healing Services

Community & Healing	
Learn	Throughout the past few months, the Community & Healing pillar has been going through the process of contraction and expansion – by this, I mean we have been engaging in co-learning about what our services have existed as in the past, what they currently look like, and what we dream for them to be in the future. This active process has required each member of our team to think critically about their role in the organization and to decide what parts of their services they want to maintain, and what pieces need to be pruned in order to make room for the growth to come.
Create	The creation of new ideas, models, and approaches to our work takes immense imaginative effort. Healing does not occur as a singular or linear process. The Community & Healing pillar is taking time to evaluate what is needed on an individual and organizational level to create opportunities for healing that are novel and function in a manner that pushes back against the subtle and explicit forms of violence we face in our everyday lives. This includes continuing to work on expanding our Art Hive hours and offerings; Developing additional services for Queer youth to engage in; expanding our understanding of restorative and transformative justice in our Teen Court services; and bridging gaps in our community through building Employment & Education partnerships with organizations throughout the county.
Connect	As we continue to define our roles and what community and healing mean to us, we are given the chance to dialogue with one another and connect in sometimes surprising ways. Our shared humanity is what brings us together and it is from this anchor point that we can explore, play, and learn with one another. These ways of connection build the bonds of our team and provide us with insight on how we can offer similar modes of connection to those in our community.



**Mandi Rothman, Director of Advancement**

<b>Advancement</b>	
<b>Learn</b>	<p>Over the course of the past few months, it feels as if the Advancement Departments has had to completely rebuild. We've identified unnecessarily siloed processes, both within the department as well as externally, and are working to build a more inclusive department. This includes establishing better communication routes via our website, cross training department liaisons in order to ensure program information is up-to-date and working with program leads to have better clarity of their needs.</p> <p>We've also begun leaning out our processes and continue to eyeball ways to minimize less than necessary spending. Every penny we spend needs to build capacity, whether that be by helping ensure more efficient processes for the team or by creating more intentional communication avenues.</p>
<b>Create</b>	<p>We're working to create opportunity for more diversified investments by partnering with The Giving Block in order to accept crypto donations as well as CARS vehicle donation program. We're continuing to create capacity by onboarding two additional staff members. Sophia Roberts is currently transitioning from her role as a T-RAP Coordinator into the role of Grants Coordinator. With that addition, we've looked at how to better structure our processes, in order to ensure future staff transition doesn't hamper our funding efforts. Going forward, our grants process will follow a structured project management process to ensure all stakeholders are involved in the application and reporting, and also to help everyone better understand how to identify funding opportunities more in line with our mission, vision, and values.</p> <p>Amy Kendi has begun her AmeriCorps VISTA service with NWYS, and will assist in building out tangible assets to fill the needs of services, like The Ground Floor.</p>
<b>Connect</b>	<p>Connection is the foundation of Advancement work. We're working tirelessly to ensure stakeholders are abreast of our work, while engaging new sectors of support and advocacy. Whatcom County efforts have been robust over the years, with Skagit falling behind in the community engagement arena. Efforts to connect with the community have been successful and continue with area service clubs, economic development organizations, churches, businesses, and local government.</p> <p>With two community events planned for this year, volunteers and interns are more important than ever. Talks have begun with professors from WWU's Human Services and Nonprofit Management classes in order to provide opportunity for students while augmenting agency staffing needs.</p>



## Paula Matthyse, Director of Core Mission Support

Core Mission Support	
Learn	<ul style="list-style-type: none"> <li>• The finance team continues to focus on cross-training and team support across all roles. The team and a pilot group of staff members have trained on our new Certify expense software.</li> <li>• Data Team: Ashtin Carnahan has shifted into her new role as the Associate Director of Learning and Impact and has begun to take coursework to improve her skills.</li> <li>• Louis Davis is our new Maintenance Manager bringing his experience in working with young people to his work to keep our facilities, our housing units and vehicles in good repair and maintaining the investments in our properties.</li> <li>• PAD House: ongoing meetings with the architect and contractor are bringing us closer to the final plan to submit for permitting.</li> </ul>
Create	<ul style="list-style-type: none"> <li>• The Finance Team is creating written standard procedures for many complex tasks across the finance cycle. We have created a rollout and training plan to onboard all staff to Certify over the next two months.</li> <li>• Ashtin has drafted a plan for four projects for 2022 to implement her vision for the future of the Data Team and lead NWYS into becoming a data-driven, decision-making agency.</li> <li>• Louis is working on site schedules to ensure his availability to all sites and focused response to work orders and emerging needs.</li> <li>• Foundational documents for the contracts with Commerce are in process.</li> </ul>
Connect	<ul style="list-style-type: none"> <li>• Finance and Operations have shifted our pillar name to Core Mission Support to represent our foundational connection in supporting the work of every organizational service. We are preparing to move from remote work to in office work next quarter and hope to create an accessible and welcoming space at 106 Prospect. We are a service team to staff and youth!</li> <li>• The Finance Team met with the new Board Treasurer and provided a historical overview and orientation to our accounting practices and our business model of shared decision-making and transparency about our budget.</li> <li>• The Data Team moved into the 1020 office this quarter, which has increased our connection with our Core Mission Support teammates and other pillar teammates.</li> <li>• Louis spent time with the Program Managers in our large management team meeting. He engaged with several staff and provided his scope of work and think partner values to the team members.</li> <li>• PAD leadership is engaged in the meetings with the contractor, architect and also with the funders to ensure quality communication and engagement with the neighbors.</li> </ul>



## Rachel Handy, Director of Engagement Services

Engagement	
Learn	<p>Engagement services in Skagit and Whatcom are forming what it means to “Learn, Create, and Connect” in the pillar and with youth.</p> <p>Learning is happening in a few areas such as how we grow as a team and in inter-connection with other pillars of the organization. Some learning has been more practical, how to use finance tools to support the work and looking forward to learning more about our data tools to inform services.</p> <p>The Anchor Community Initiative will provide an amazing opportunity to learn from the young people we serve and data in this coming year.</p>
Create	<p>The creation of the Engagement Service Pillar <i>Vision</i> is in the works and will frame a strategic plan for Engagement services in both counties. Engagement acts as a front door for services and provides needed continuity with other services. The vision will help inform funding applications to build out the pillar, create continuity in services, and work in alignment with the ACI to have a system that can say “yes” to youth when they seek services and safe places to belong and thrive.</p> <p>In the next quarter I hope to report back ways in which individual teams are applying “Learn, Create, Connect” as well as an update on the larger Engagement vision.</p>
Connect	<p>The Engagement service team has done some individual team building and connection over this past quarter. This spring we will begin Engagement Pillar monthly meetings to bridge connection, solution circles, and team support across the whole pillar. Assessing our connection to all youth in Whatcom and Skagit Counties as well as asking the question, “who are our systems serving?” is a goal for spring as we come together as a team pillar.</p> <p>Connection with all staff, volunteers, youth, and board members is an important goal in the culture shift of the organization and I look forward to seeing how that evolves.</p>

## Luis Reyna, Director of Housing Services

Housing	
Learn	<ul style="list-style-type: none"> <li>• We are adapting to the constant changes that covid brings and slowly increasing our capacity throughout our different housing services.</li> <li>• We are learning how to connect more effectively as housing pillar. We will begin having larger housing meetings to discuss case management strategies and a place where we can share knowledge and resources across counties.</li> <li>• Constantly learning about new funding opportunities and which will best serve our young people and strengthen the services we can offer. We are looking at different voucher programs as well as funding for program operations.</li> </ul>
Create	<ul style="list-style-type: none"> <li>• Eviction Prevention Services are continuing to assist young people with rental assistance, move in costs, and temporary hotel stays.</li> </ul>



	<ul style="list-style-type: none"> <li>• Creating more opportunities for growth throughout the organization and have seen various staff receive promotions and transition into management level positions.</li> <li>• We have brought on additional staff members to the housing pillar to create capacity for our direct service staff.</li> </ul>
Connect	<ul style="list-style-type: none"> <li>• We are constantly working on improving our relationships with Opportunity Council. We work together in 22N, RRH, ERA, and Coordinated Entry.</li> <li>• Building partnerships with the YMCA in Skagit as well as Lydia Place in Whatcom to provide diverse housing opportunities.</li> <li>• The PAD is still working on connecting with key stakeholders on the move. Working with the City, law enforcement, and neighbors to ensure a strong communication plan are in place.</li> </ul>

## Shantel Rapp, Director of Culture & Employee Relations

Culture & Employee Relations	
Learn	<p>The Culture &amp; Employee Relations (CER) Pillar has changed this first quarter.</p> <ul style="list-style-type: none"> <li>• First, we are officially no longer called Human Resources. As you can see above, we are now called Culture &amp; Employee Relations. I am thankful for this change and feel the new name leads us in a more positive direction.</li> <li>• Sydney Denessen has joined CER as the Culture &amp; Strategy Manager. I am extremely happy to have her join the team. We have often worked closely together, and she has felt like a member of the CER team for some time. Currently, she is transitioning out of Office Manager duties and will be fully in her new role April 1<sup>st</sup>. She will be assisting with CER projects, working with Jason on strategic planning, and continue to assist with board needs. In this transition time we are learning where she can assist best and prioritizing CER project needs. A couple of projects already identified will be staff retention and wage scale.</li> <li>• Now that we have a complete team we are learning and growing together. We are setting time for more team and pillar meetings and will be doing more dreaming and planning going forward. We would like to make CER a model pillar for the organization.</li> <li>• CER is also learning to take time to recognize our accomplishments. This is something that has often been overlooked. We often complete a task and move on to the next thing without recognizing the effort put into it. Please see a list of this quarters accomplishments in the Connect section below.</li> <li>• We are working on ways to better our onboarding and orientation processes. This has been ongoing work and has been put on hold the past few months, we are excited to get back to it.</li> <li>• Kiana, Justice, Equity, Diversity, and Inclusion (JEDI) Coordinator has been meeting with Maverick, Director of Community &amp; Healing, in reviewing trainings to see what we could offer to all-staff to ensure they are provided with the best tools for their scope of work.</li> </ul>



	<ul style="list-style-type: none"> <li>We are working on ways to provide supervisor training to each of our new supervisors. All of our supervisors attended a supervisor training in September and October of 2021 with Mike Beebe, Consultant for Leadership to Change. We are hoping to continue this learning with our new supervisors.</li> </ul>
Create	<p>Having a full team provides a lot of opportunities for creating more ways to empower our NWYS team and ensure we live into our Mission, Values, and Vision. We can focus more on diversity in our hiring practices, work on retaining staff, take time to celebrate our accomplishments, ensure staff wellness, provide trainings to learn and grow, and ideally provide work satisfaction for each team member within the organization. We have work to do and with this CER team I am confident that we are on our way.</p>
Connect	<p>Kiana, JEDI Coordinator, and the Community Advocates are busy working on many projects to connect with different parts of the organization and the community. Here's a list of Community Advocate updates.</p> <p>Black Expression Project by LaShaiah</p> <ul style="list-style-type: none"> <li>Purpose: The Black Expression Project will experiment with different art materials to explore and define Black Youths unique and personal self-expression. Ideally, participants would gain new skills that will inspire confidence and authenticity</li> </ul> <p>Open Mic Night by Oliver</p> <ul style="list-style-type: none"> <li>An opportunity for young people to create and organize an event where they can share their voice and experiences</li> </ul> <p>Queer Youth Project (QYP) Support (Oliver, Tristan, Trevor)</p> <ul style="list-style-type: none"> <li>Internal Interview Assessments to gauge where staff are in their awareness and knowledge around biological sex, gender, etc. in order to provide the best support to queer youth</li> <li>Local school presentations and support for individual youth</li> <li>Creation of a queer support in search of housing stability</li> <li>Support in the Trans Fashion closet</li> </ul> <p>Street Outreach Program (SOP) Support (Miguel &amp; Tristan)</p> <ul style="list-style-type: none"> <li>Meeting young people where they are at on routes</li> <li>Providing necessities and resources to receive services</li> </ul> <p>Teen Court Support (Trevor, Oliver and LaShaiah 1x)</p> <ul style="list-style-type: none"> <li>Joining teen court to bring more awareness and conversation around youth mental health</li> <li>Providing feedback on inclusive and non-violent communication to enhance the transformative process within the judicial system for young people</li> </ul> <p>WACHYA/ Legislative Awareness (Tristan, Oliver, LaShaiah)</p> <ul style="list-style-type: none"> <li>Attending weekly meeting to stay up to date with current bills and legislators</li> <li>Bringing awareness to NWYS and young people being served as to what this means and breaking it down for understanding</li> </ul>



	<ul style="list-style-type: none"> <li>• Attended the Youth Advocacy Day in January</li> </ul> <p>Feedback Processes (Trevor)</p> <ul style="list-style-type: none"> <li>• Looking at internal processes of feedback with the organization</li> <li>• Revising processes so that young people voices can be heard and uplifted with services received</li> </ul> <p>Art Hive (ALL)</p> <ul style="list-style-type: none"> <li>• Supporting artistic and therapeutic expression for young people</li> </ul> <p>In the Employee Relations realm of things, we have several accomplishments this quarter.</p> <ul style="list-style-type: none"> <li>• We completed open enrollment for health insurance and ensured all eligible staff wanting to enroll are enrolled.</li> <li>• ACA (Affordable Care Act) IRS reporting was completed, and mailings were sent out to all eligible staff.</li> <li>• The RHYA audit was completed in January. This was a lot of work, and I don't know how we would have done it without Barrett, Culture &amp; Employee Relations Assistant, pulling all of the paperwork together. Thank you, Barrett! We have just received the RHYA report and will work on their recommendations going forward.</li> <li>• The 2022 NWYS Personnel Policy Manual was completed, approved by the board, and sent out to all staff to read and sign off on.</li> <li>• We have all successfully moved to the 1020 State Street space.</li> <li>• Sydney has joined CER!</li> <li>• We have moved from Rice Insurance to The Partners Group for all of our insurance needs.</li> <li>• We have provided information to Whatcom County Health Department to receive funding to provide bonuses to Direct Service employees who have worked with youth during the pandemic.</li> <li>• We continue to fill positions and onboard new team members.</li> </ul>
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**Jason McGill, Executive Director**

Executive Leadership	
Current Success	
Current Challenge	
Current Opportunity	

