**Northwest Youth Services Strategic Plan, 2013 – 2018**

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| **BEC** | **Board Engagement Committee** |
| **HRC** | **Human Resources Committee** |
| **DRC** | **Donor Relations Committee** |
| **EC** | **Endowment Committee** |
| **ABC** | **Advisory Board Committee** |
| **BPC** | **Board Policy Committee** |
| **SSC** | **Services Structure Committee** |
| **SCC** | **Skagit County Committee** |
| **SPC** | **Strategic Plan Committee** |
| **MC** | **Marketing Committee** |
| **ED** | **Executive Director** |

**Goal 1: Achieve organizational sustainability**

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|  | **Responsibilities** | **Timeline** |
| **Strategy 1: Achieve and maintain active and engaged board membership (Bylaws: 6 to 15; Goal: 8 to 11 individuals)** | | |
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| 1a. Continue to implement and refine the board orientation process | BEC & in-coming board members | Through 2018 |
| 1. Review annually | BEC | Annually; March |
| 1b. Implement and monitor board contracts | President & BEC | Annually |
| 1. Review annually one-on-one with board president | President | Annually; November & December |
| 1. Review annually as board to identify gaps in board membership/needs (e.g., expertise of members, board diversity, committee membership needs) | Board | Annually; January |
| 1c. Update and maintain board matrix on annual basis | BEC & in-coming board members | Annually; January |
| 1d. Develop policy for board rotation | BPC & BEC | October 2013 |
| 1e. Plan for board succession | Board | October 2013 |
| 1f. Recruit new members based on board contract review, board matrix, and succession plan | BEC & Board | Annually, as needed |
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| **Strategy 2: Invest in staff** |  |  |
| 2a. Review NWYS wage scales | HRC & ED | October 2013 |
| 2b. Adjust NWYS wage scales, based on review | Board | January 2017 |
| 2c. Identify key organizational positions | HRC & ED | August 2013 |
| 2d. Ensure up-to-date job descriptions for key positions | HRC, ED & Supervisors | September 2013 |
| 2e. Ensure staff members in key positions maintain written documentation of work processes, key contacts, etc. | HRC, ED & Supervisors | Through 2018 |
| 2f. Develop staff succession plan for key positions | HRC, ED & Supervisors | January 2014 |
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| **Strategy 3: Develop and implement a Marketing Plan** | | |
| 3a. Develop a Marketing Plan, including, but not limited to:   * Place at least one op-ed in *Bellingham Herald per year* * Request opportunity to make at least one informative presentation to the Bellingham City Council, the Whatcom County Council, the Skagit County Commissioners, and the Mt. Vernon City Council per year * Develop and distribute an Annual Report each year * Assess informal communication network (e.g., newsletters, key community contacts, word-of-mouth among board members' co-workers) for effectiveness, expansion, and sustainability * Meet with editorial boards of local newspapers | MC | June 2014 |
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| **Strategy 4: Develop and maintain ad-hoc board committee structure** | | |
| 4a. Consistent with bylaws, identify board ad-hoc committee needs, including required number of members, when and for what purposes board ad-hoc committees will be formed, and when they will disband | SPC & Board | Aug 2013 |
| 4b. Consider feasibility of and job responsibilities for Finance, Skagit County, Donor Relations, and Service Structure Committees, and Board Engagement Committee | SPC & Board | Aug 2013 |
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| **Strategy 5: Identify Advisory Group needs (e.g., Skagit County, youth/client) and establish as needed** | | |
| 5a. Define role and reporting mechanisms for Advisory Groups | ABC | Sept 2013 |
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| **Strategy 6: Build organizational reserves to cover at least one quarter of annual budget** | | |
| 6a. Analyze current donor base, including:   * Geographic distribution (currently and changes, if any, over past two years) * Range (in dollar amounts) of giving * Consistency of giving (e.g., % who give annually, quarterly, etc.) * Tenure of giving (i.e. how long current donors have been donors) * Duplication of households on donor list * Number of donors currently and annually over last two years | DRC & Tari | July 2013 |
| 6b. Develop capacity for ongoing donor analysis, including:   * Number of donors over time * Geographic distribution * Responsiveness to solicitation methods (e.g., annual dinner, newsletter appeals, face-to-face meetings) * Return on donor relations investment by solicitation type | DRC & Tari | December 2013 |
| 6c. Increase percent of active donors by 25% each year until there are 300 active donors; by 15% each year when there are between 300 and 500 active donors; by 10% when there are more than 500 active donors | DRC & Board | Annually; January |
| 6d. Increase annual giving by 10% each year among at least 75% of the individual donor base | DRC & Board | Annually; January |
| 6e. Increase organizational reserves by $60,000 each year | DRC & Board | Annually; January |
| 6f. Clarify and monitor board responsibilities for donor relations | DRC & Pres | December 2013 |
| 1. Identify protocol for board communications with staff regarding donor relations information and updates | Tammy & ED | November 2013 |
| 1. Identify protocol for internal maintenance of donor relations information and profiles | Tammy & ED | November 2013 |
| 6g. Implement and monitor donor relations plan | DRC & Board | Annually; through 2018 |
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| **Strategy 7: Develop and implement endowment plan** | | |
| 7a. Identify goals and timing of endowment | EC | 2016 |
| 7b. Identify scope of endowment (e.g., organization-wide or focused on Whatcom and/or Skagit Counties) | EC | 2016 |
| 7c. Identify planning group, including Advisory Group members and/or Board ad-hoc committee, as needed | EC | 2016 |
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| **Strategy 8: Continue to develop board policies** |  |  |
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| 8a. Develop system for cataloguing and maintaining board policies | Pres, VP & Secretary | February 2014 |
| 8b. Consider feasibility of additional policies, including, but not limited to:   * Finance * Due diligence * Board committees * Respective roles and responsibilities of the executive director and board of directors * Policy on development of board policies, including annual review of agency policies * Ground rules for board meetings * Development of board calendar (e.g., what needs to happen by when and how committee work and annual retreat will inform calendar) | BPC | February 2014 |
| 8c. Develop new policies as needed | Board & BPC | Through 2018 |
| 8d. Review board policies annually | BPC & Pres | Annually; April |
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| **Strategy 9: Review and refine strategic plan annually** | Board, ED & SPC | Annually; |

**Goal 2: Ensure capacity to serve youth relative to community needs**

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|  | **Responsibilities** | **Timeline** |
| **Strategy 1:** Establish an ad-hoc Service Structure board committee to review program capacity and community needs, plan for new programs and/or the expansion of existing programs, and recommend priorities | Board | February 2014 |
| **Strategy 2:** Establish and/or strengthen partnerships with other community agencies relative to the needs of youth | ED & NWYS Staff | Through 2018 |
| **Strategy 3:** Under the guidance of the Service Structure committee, develop at least 90 new beds to meet the current needs of homeless, at-risk, and runaway youth | SSC, ED & Board | 2018 |
| **Strategy 4:** Under the guidance of the Service Structure committee, implement the recommendations of the Youth Planning Committee, including, but not limited to:   * Increasing vocational opportunities for 18-25 year olds * Creating and funding a drop-in center for 18-25 year olds * Create and fund a permanent supportive housing project for 18-25 year olds * Increase early intervention with young parents | SSC, ED & Board | 2018 |

**Goal 3: Better integrate Skagit County into Northwest Youth Services service and organizational infrastructure**

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|  | **Responsibilities** | **Timeline** |
| **Strategy 1: Conduct a needs assessment for Skagit County** | | |
| 1a. Identify current services provided by Northwest Youth Services | SCC | January 2014 |
| 1b. Convene a focus group and/or conduct key informant interviews with Skagit County contacts (e.g., Bill Henkel, Liz Silva) | SCC | March 2014 |
| 1c. Identify current services conducted by partner agencies | SCC & SSC | April 2014 |
| 1d. Identify needs unique to Skagit County, if any (e.g., street outreach culture, rural culture, etc.) | SCC & Staff | May 2014 |
| 1e. Identify challenges to meeting needs (e.g., limitations of federal funding for housing in flood zones) | SCC & Staff | June 2014 |
| 1f. Catalogue gaps in services by service type and population | SCC & Staff | July 2014 |
| 1g. Identify gaps that are complementary to the mission of NWYS | SCC & Staff | July 2014 |
| 1h. Determine cost of developing to meet identified need | SCC, SSC & ED | September 2014 |
| 1i. Determine what is fundable and potential funders | SCC, DRC, ED & SSC | December 2014 |
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| **Strategy 2: Form a Skagit County Advisory Board** |  |  |
| 2a. Define role, meeting frequency, and reporting process to Board of Directors | Board &/or SCC | February 2015 |
| 2b. Identify membership, to possibly include homeless clients, community representatives, government officials, police and court personnel, business representations, school staff, Evergreen AIDS Foundation staff for LGBT issues | SCC, ED & Staff | February 2015 |
| 2c. Identify key business representatives , government officials, media outlets, key donors, etc. for outreach | SCC, DRC & Marketing | February 2015 |
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| **Strategy 3: Confirm capacity and mission to serve Skagit County** | Board | January 2015 |
| 4a. Per confirmation, integrate Skagit-focused activities and services into Goals 1 and 2 of Strategic Plan, including donor relations work in Skagit and service integration | SPC | January 2015 |