

**NWYS Board of Directors  
Leadership Team Report – April 25, 2019**

*Northwest Youth Services collaborates with at-risk, runaway and homeless youth to foster self-reliance.*



Programs	
Current Success	<p>Over the past month, the Programs Teams were supported by the Leadership Team, each other, and Page, who generously stepped up to offer their leadership in a new way. Upon returning from extended leave, it appears that they provided an excellent new perspective and voice to both the leadership team and their peers. This opportunity also created more transparency and understanding regarding different roles here, and I am hopeful that this will lead to further discussions about how to ensure sustainability in positions and structure.</p> <p>The We Grow Garden has also kicked off its 2019 season with a new community partner and strong vision for what’s ahead. We are now partnering with Common Threads to support skill building in the garden. This new partnership and Tanya’s vision for this program is leading to increased community participation and partnership.</p>
Current Challenge	<p>As our programs land after a significant season of growth, we continue to identify opportunities to create protocols and procedures that will support teams in having clarity around expectations. This work will require a high level of coordination between the Leadership Team and Programs team, as these are often “agency-wide” policies that are needed. Developing these will help ensure consistency across programs and de-silo the efforts of different teams.</p>
Current Opportunity	<p>An additional success to report is the ongoing collaborative conversations happening with the Opportunity Council regarding the operations of 22 North. Our two teams visited DESC in Seattle, which is one of the original developers of the Housing First and Harm Reduction Models. Our organizations are having good dialogue about what these terms mean in this community and at that building and how we do work daily with integrity to those models as well as integrity to sustainable business operations.</p>



Robin Meyer, Director of Programs

Clinical Services	
Current Success	<p>Our clinical consultant, who came onboard earlier in the year, is getting his sea legs and becoming a more integral part of the team, providing expert clinical coaching and teaching and earning the trust and confidence of the MHP and CDP. In addition, we have identified another independent professional who is interested in providing ongoing, regularly scheduled training for the agency as a whole and clinical consultation for our program staff.</p> <p>We are working with both consultants, our program managers, Training Coordinator, and HR to develop a robust training program for onboarding new program staff and providing ongoing training for all staff. We will collaborate with Opportunity Council as we develop</p>

	the plan to ensure that all staff interacting with our youth at 22N have the training they need to be effective.
Current Challenge	We are in the process of completing our mid-year report to SAMHSA, and our data and implementation schedule reflect the many months of short staffing and inconsistent attention to the grant's administrative requirements and the goals we had identified in our proposal. While we are now bringing in more applications for Clinical Director, no one has yet either met the requirements nor has the experience we need. Hiring for this critical position remains a priority. In the meantime, directing attention to modifying the scope of the work and flexing the positions can achieve some improvement in our situation.
Current Opportunity	As we continue to adjust the scope of our efforts to integrate behavioral health knowledge and skills into the fabric of the organization, all of our funders have indicated their interest in seeing modified proposals. The specifics of those changes, both conceptual and practical, are getting clearer, and we will be submitting written requests to all in the next 30 days.



Harriet Markell, Acting Clinical Director

Development & Communications	
Current Success	Northwest Youth Services was awarded a \$40K pre-development contract with the City of Bellingham, allowing us to continue to explore the acquisition of two single family homes that are being sold in 2019 by the Bellingham Housing Authority. With this support, we won't need to spend any of our capital reserve on pre-development costs and could explore this opportunity for sustainable assets for housing youth without cost to the organization.
Current Challenge	<p>We're gearing up for our \$10,000 Walton Challenge Grant fundraising effort – this year for The PAD. This funder, the Walton Foundation (of Walton Beverages) likes to leverage its support – providing a great opportunity to share our work and inspire giving.</p> <p>Our pantry campaign earlier this year saw the most success through Facebook when it was shared by our supporters. Please consider sharing with your community your connection to Northwest Youth Services and the importance of the PAD.</p> <p>Jenn will send out more information to Board and staff when the campaign launches in early May.</p>
Current Opportunity	<p>Gala Sponsorships: This month Sigourney and I will be attending the Board meeting to brainstorm Gala Sponsorship prospects with the Board as a whole. Please think about local or regional companies/businesses that you know, where your friends/family members work (locally), etc... We'll also share our long standing sponsors to see if any of you have relationships that we've been previously unaware of.</p> <p>Introducing Emilio: With the start of our new Executive Director we also have the opportunity to create new habits and norms around fundraising at Northwest Youth Services. I'd like to suggest that this starts with his initial meeting with donors – and that board members commit to joining at least one of these meetings each. This is a great opportunity to talk about Northwest Youth Services with a donor, meet or build a relationship with a supporter, and demystify these relationships.</p> <p>ASK: We'll be sending out an introduction e-mail/letter from Emilio in early May that includes a photo of him when he was 19 – I'd like to include photos of board members, at</p>

or around the ages of 13-25. Please bring these to the meeting or take a photo of a photo and e-mail to me.



Jenn Daly, Director of Development & Communications

Operations	
Current Success	<p>After a process of RFPs and contacting referrals, we identified a construction company and a design/architect. Our construction company is ScoCon. The owners are Ken Kuiken and Tim Jensen. Between them are many years of experience with large and small projects, they have solid references, valuable connections in their work spheres of influence, and are a good fit for the size and needs of this project and our organization.</p> <p>We also identified the Architect: Sean Hegsted from Haven Design Workshop. Haven Design was chosen from an RFP process, and price point, including permitting services, were considered.</p> <p>We've had the Hazmat Survey done to detect lead paint and asbestos. We are still waiting for more results from recent samples in specific areas to learn if/what abatement steps are needed prior to removal of the east wall.</p> <p>We are successfully moving forward with the mitigation work at Main with a strong team of professionals guiding the work. A full budget is being developed as we learn more about the structure of the sandstone foundation. Budget cap is \$200,000.</p>
Current Challenge	<p>Investigation of the potential impact of moving walls, duct work, etc. at the Main Office has determined that the cost to do a full remodel will be prohibitive. Abatement of asbestos would be very costly and could double the budget to \$400,000. The current plan is to give the space a facelift, with some structural modifications, a new HVAC system, and improving the lighting, which will yield an adequate amount of space and a pleasant environment to meet current needs.</p> <p>IT needs continue to be a challenge. The infrastructure needs, the ongoing support and the monitoring of the systems within IT for the organization of our size is reflected on the attached report. IT must be a priority to ensure that our business operations is backed up with a business continuity plan in the case of an emergency. IT infrastructure and long-term planning and vision ensures the security of youth personal information (PHI), quality improvements and tracking of services to youth and our ability to provide data to our investors and funders. The Finance Committee has requested the attached information to the board. I thought we would provide this information to the board for the mid-year budget adjustment, however our IT service needs exceed what we are budgeting since January and a priority discussion and decision will need to ensue. We're seeking board support at this time.</p>
Current Opportunity	<p>During the construction project on the first floor of Main, we hope to address an issue in the PAD, to create site and access to an area that precludes us from using the space for full census designated in our license. We'll also be addressing items to insure the PAD is ADA compliant. We'll have strobe smoke detectors installed at the PAD when the electrician is working on the main floor. We'll be restriping the ADA parking spaces in the main lot and at the PAD lot which has been identified as a compliance to do for the City of Bellingham. The upper fence will also be continued to the edge of the ADA parking space at the PAD for safety for vehicles parking in that space. We need to <b>donate/sell/return</b></p>

	<p>the large metal storage container in the PAD parking lot. We need the two parking spaces that are blocked by that storage unit. We'll need to rent storage for items we cannot keep onsite. I welcome any information about that storage unit, in the case it was only loaned to us in the past.</p>
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Paula Matthyse, Director of Operations

**Human Resources**

<p>Current Success</p>	<p>I am pleased to announce that Christy Wales has agreed to take on more responsibility and assist Human Resources with professional development and recruitment tasks. Christy is now our Professional Development and Training Coordinator. She has been with the organization for a little over a year as our Training Specialist. She has proven to be a great asset to our team. I am excited to have Christy's knowledge and skills assist me in Human Resources.</p> <p>This month we enrolled in First Choice Health's Employee Assistance Program (EAP). This is something staff have been asking for and we have wanted to offer. After researching First Choice's EAP we found that they could offer us a reliable, comprehensive, and affordable plan for all of our staff members. This is a great benefit for Northwest Youth Services! This service will provide staff with a place to turn to for a wide variety of reasons, from legal assistance to mental health care issues and much more.</p> <p>Our first Core Team meeting was held this month. This meeting brought together directors, managers, and other strategic staff. During this meeting much was discussed, and committees were formed around staff retention, youth collaboration, quality assurance/improvement, and internal communication. These meetings will be held monthly going forward and should increase communication across the organization. This meeting was a success, and I am really looking forward to where we go from here.</p> <p>We are in a holding pattern with staff turnover. Only one staff member has left the organization since the beginning of this year. I am hopeful that this trend will continue. Additionally, this month we implemented our plan of moving our lowest paid employees to a more livable wage.</p>
<p>Current Challenge</p>	<p>We continue to have trouble hiring for the Clinical Director position. We have received more applicants after funding the posting. Unfortunately, we have not found the right candidate at this time. We will continue our search and the funding of this position.</p> <p>Additionally, we have had trouble in finding the right applicant for our Maintenance Technician position. We have increased the hours and wage to pique the interest of more candidates. If you know of anyone with maintenance experience, who is looking for a 20 hour a week position, please direct them to our website to review the posting and apply.</p> <p>I have been working with Harriet on a plan for consistent, affordable wage increases for our staff for the remainder of this year. It has been challenging, and Harriet and I have been working on different scenarios. I am hopeful that we can come up with a fair and affordable plan in the next month or two.</p>

Current Opportunity	With the creation of the Core Team (mentioned above) a Staff Appreciation/Retention Committee has been created. Our first meeting will be this month. At this time the team has a representative from QYP, PAD, Ground Floor, and Human Resources. I look forward to having help in this area and hearing from other departments. This has been something I have wanted to tackle since becoming the Human Resources Manager, and time has been a constraint. I am encouraged to have more staff involved in this very important issue. Stay tuned for more from this committee.
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Shantel Rapp, Human Resources Manager

Executive Leadership	
Current Success	<p>Aside from what has been discussed above, I want to acknowledge everyone on the Leadership Team as well as Page for stepping into the breach during Robin’s leave. We have had any number of significant youth-related situations that required additional staff support, and the team has been more than generous with their time and efforts. Sara and Jeb have also consistently stretched themselves and provided the necessary guidance and support to their teams during some very trying times.</p> <p>In addition, the Finance team has worked tirelessly to support program managers’ understanding of their budgets and spending capacity, as well as continuing to improve the quality and accuracy of our reports. For all of us, having a current and accurate picture of our financial position is critical to the successful operation and progress of the organization.</p>
Current Challenge	Our most critical challenges continue to be financial: we need more, better paid and well-trained staff, significant technology improvements to support our work and ensure the security of our systems and data, and a variety of other infrastructure improvements which have never been considered in our budgeting, fundraising, and contracting practices. Future planning will need to take all of this into consideration.
Current Opportunity	<p>Enter the new ED! An effective collaboration among, Emilio, the board, and the leadership of the organization holds the possibility that over the next few years, the organization’s financial picture will stabilize and provide a foundation for considering additional growth.</p> <p>A budding partnership with the Opportunity Council may hold some as yet unforeseen opportunities to provide services and share costs, and a newly developing relationship with a model homeless service provider in Seattle can help support the philosophical foundation of our services as well as teach us more about we can be doing to effectively operationalize that philosophy.</p>



Harriet Markell, Interim Executive Director

