



YouthZone Strategic Plan

October 1, 2019 – September 31, 2022

YouthZone, a family first nonprofit, is dedicated to fostering positive youth development for teens that call the Western Slope their home. We specialize in intervention, prevention, and volunteerism for youth between the ages of 6 and 18 years. Since YouthZone's inception, we have gone from servicing 400 youth annually to more than 1,000 presently.

VISION:

Hopeful Youth
Strong Families
Safe Communities

MISSION:

To provide comprehensive assessment and advocacy to inspire healthy relationships between youth, families and community

CORE VALUES:

*We strive to **INSPIRE** with*

Integrity

No Judgements

Stewardship *and believe in*

Possibilities

Inclusiveness

Restoration

Encouragement

Introduction/Process

This strategic plan serves as the roadmap for YouthZone. It provides a framework and philosophy for Board governance and staff management.

In preparation for this strategic plan, the executive director Lori Mueller hired organizational manager, Debbie Braun to assist and guide the process for YouthZone. Debbie interviewed the staff to develop themes around our areas of focus. A staff retreat was held in September, facilitated by Debbie Braun and Lori Mueller, to gain alignment on organizational goals over the next three years.

The next step was to host a Board of Directors retreat in October 2019, facilitated by Debbie Braun and Lori Mueller. At the retreat, the Board reviewed the vision and mission of YouthZone and made good suggestions on some updated language. The Board also went through a SWOT analysis exercise and reviewed development goals.

October through November 2019 the staff worked with board and volunteers to formulate goals and KPIs for the new 3-year strategic plan and then flush out specific strategies and tactics. The staff reconvened in late October to review the SWOT and worked on final tweaks to the vision and mission statements. The staff also gave updates from their discovery meetings with volunteers and stakeholders. Once the information was digested, the staff got to work writing goals and strategies for their departments.

In Early November, Debbie and Lori met again to take the work of the board and staff and began to organize the plan into 4 areas of focus. Administration, Development, Partnerships and Programming. The overall strategic plan takes into account the desires of the board, staff, volunteers and stakeholders. Its holistic in approach and can be built upon in future planning. This document should be used in concert with your annual KPI's, development plans and priority budgeting.

Plan Duration

It was agreed that the plan would cover a three-year period – October 1, 2019 through June 30th, 2022 – and would be reviewed and updated annually.

Plan Sustainability

The plan should be the primary guide for current and future officers, board members, volunteers, and staff. Annually, it should be reviewed for progress and updated as needed. At a minimum, it should be reviewed in detail at a board planning retreat each year.

Planning Terms

The mission statement should identify the organization, who it serves, and what it offers. A *vision statement* reflects how the organization envisions itself as it moves forward into the future. A *goal* is synonymous with an objective and is broad in scope. The stated goals should drive most efforts, including budgeting, staffing, and committee assignments. Organizations generally set three to seven goals. Within each of the goals are *strategies*. Strategies are suggested approaches for leadership, committees, staff, and contractors to achieve the mission, vision, and goals.

Goals and Strategies

The following pages summarize the primary goals and accompanying strategies to guide the board and staff over the next three years.

| ADMINISTRATION | MANAGEMENT |

A. Goal: Maintain internal policies and practices that assume the effective and efficient conduct of YouthZone affairs. Point person- Lori

Strategies:

1. Provide support for board meetings, finance committee meetings, and other official YouthZone business.
2. Maintain liaison and communications with the officers regarding YouthZone operations.
3. Maintain a permanent record of board and committee meeting minutes.
4. Research, create and implement an employee benefit package that will serve to retain employees.
5. Conduct annual staff performance reviews.
6. Prepare annual budget for board consideration and assume responsibility for the management of that budget.
7. Implement educational opportunities for staff development.

B. Goal: Ensure the financial stability of YouthZone as a result of zero-base budgeting for all programs and services. Point person – DD, Lori

Strategies:

1. Encourage staff toward achieving increased revenue and decreased expenses within the budget process.
2. Work with management staff on process for accurate forecasting and budgeting.
3. Prepare and present clear and concise monthly development plan and all related worksheets.
4. Work with finance contractor on monthly financial statements and projections.

C. Goal: Support and train current staff so we create a strong team internally. Point person – Leadership Team

Strategies:

1. Budget for training per program annually. - Lori
2. Provide training opportunities in house - Tina
3. Mandatory monthly direct services meeting. Tina
4. Mandatory monthly team meetings. Lori
5. Communicate out all new learning at monthly meetings. All above
6. Create time opportunities in staff schedules to attend all motivational interviewing, trauma informed, diversity training and others TBD annually Jan. 1. Tina and Keith

D. Goal: Monitor and control physical asset cost and utilization to increase organizational accountability. Point person- Keith

Strategies:

1. Define a replacement schedule for hardware, employee workstations, network infrastructure devices and servers.
2. Manage asset ownership and usage to increase organizational accountability and reduce costs.
3. Create and implement an organizational facility plan/schedule to include repair, maintenance, upkeep, and replacement.
4. Analyze the financial impact of furniture and equipment inventories.
5. Confirm that each YZ location has the operations-related equipment and tools for organizational success.
6. Create and implement a technology plan for the organization to include repair, maintenance, upkeep, and replacement.
7. Create and implement an inventory plan for the organization.
8. Establish and maintain consistent communication within the Ops Team, and with entire YZ staff.

E. Goal: Review all contracts and operating procedures to ensure we are getting the best value for our organization. Point person - Keith

Strategies:

1. Inventory all contracts and maintain in a central location.
2. Review and make recommendations on any updates to organizational documents.
3. Look for cost saving solutions with current and future vendors.

F. Goal: Provide comprehensive coverage in the human resources arena. Point person - Keith

Strategies:

1. Provide effective training/onboarding to the staff on matters that pertain directly to the working environment of YouthZone.
2. Ensure that the present Employee Handbook is kept up-to-date and that all personnel have a current copy.
3. Provide on-going educational opportunities for best practices in HR. Review, update, and standardize all HR policies and procedures.
4. Attract, hire, and retain the best employment candidates on Western Slope. Research, create and implement an employee benefit package that will serve to retain employees.

5. Establish and maintain consistent communication within the HR team, and with YZ Leadership team.

**G. Goal: Review and appoint qualified, enthusiastic, committed volunteer Board members to help deliver our program and services through policy and fundraising.
Point person - Lori**

Strategies:

1. Encourage current Board and volunteers to identify and encourage potential volunteer leaders within the community.
2. Manage Board functioning through established by-laws.
3. Update job descriptions of the Board chair, officers, and members for those considering service.
4. Supply a board manual to each Board member, including the legal, financial, structural, and ideological basics of the organization.
5. Conduct new-member orientations with appropriate officers for new Board members.
6. Schedule a planning retreat and social functions for Board members to better get to know each other and their function within YouthZone.

| DEVELOPMENT |

A. Goal: Exceed annual operating budget. Point person - DD

Strategies:

1. Apply for 20% more grants than is budgeted (see grant matrix).
2. Work with Grants Manager to make sure these are done in a timely fashion.
3. Look for partners to fund on a larger scale.
4. Add new business sponsorship and maintain current businesses through YZ Ascent and other opportunities.
5. Work with the Business Development Committee to leverage additional partnerships.
6. Add new donors by creating an Ambassador Club with “friends of YZ”, work with the Philanthropic Council to create a list of new prospects.
7. Maintain current donors by contacting them on a regular basis and include Executive Director and Development staff.
8. Host monthly luncheons and invite lapsed donors.
9. Send out annual report to all donors over \$250 in Feb.
10. Send out a letter to all lapsed donors in March.
11. Organize and oversee the annual YZ Ascent event in October.
12. Send out End-of-Year Appeal in Nov. or early Dec. each year.
13. Data integrity – update donor database for current accurate information.
14. Host new-donor parties with board members.
15. Provide board with toolkit to make personalized donor calls and provide a monthly development report to the board with all income vs. projections.

B. Goal: Pay off Capital Campaign loan. Point person – Lori, DD

Strategies:

1. Work with Executive Director to follow up bi-annually with all capital campaign donors who pledged over the last five years.
2. Set-up a system in Salesforce to send out timely reminders to donors.

C. Goal: Increase the YouthZone Endowment Fund. Point person - DD

Strategies:

1. Organize and work with the Philanthropic Council.
2. Identify 150 people to contact and meet with.
3. Update Giving Policy and all documents.

D. Goal: Generate revenue from the Glenwood Springs office to help financially sustain the building's cost. Point person – Lori, DD

Strategies:

1. Work with Roaring Fork Leadership on community engagement.
2. Research usage ideas.
3. Survey community on relevant needs.
4. Find partnerships to help defer costs.
5. Find grants to support programming in the lower space.

F. Goal: Position the organization to respond to new legislation (for example the local tobacco tax and the state implementation of the Family First Act) Lori, DD

Strategies:

1. Update contract with DHS.
2. Educate community about trends and new legislation
3. Review Medicaid options annually.
4. Review billing to municipalities annually
- 5.

E. Improve Marketing/Communications for the organization - DD

Strategies:

1. Hire a marketing/event coordinator to design, coordinate, and implement development and event campaigns.
2. Create new marketing materials that align with branding efforts.
3. Update YZ website and communication tools for ease of use.
4. Create a fundraising calendar to maximize gift opportunity.
5. Create Legacy Giving materials.
6. Provide marketing materials for direct service when doing presentations/etc.

| PARTNERSHIPS |

A. Goal: Reach more youth and families in Aspen. Point person – Jennifer, Karen, Bailey, CD, Lori

Strategies:

1. Build relationships with Mind Springs, probation officers, Judge, police chief and sheriff, high school and middle school, The Buddy Program, Aspen Youth Center, A Way Out, faith-based organizations, and area counselors by meeting with them in person up to four times per year.
2. Find a location that is appropriately visible to families.
3. Provide one community educational or training opportunity per year.
4. Provide more substance intervention opportunities at the high school.
5. Market YZ services by hiring a communications coordinator in 2020.

B. Goal: Reach more youth and families in Parachute. Point person -Katie, Lori, CD

Strategies:

1. Build relationships with FRC, high school and middle schools, faith-based organizations, SRO and other law enforcement, and local counselors by meeting with them in person four times per year.
2. Continue partnering with CMP.
3. Market YZ services by hiring a communications coordinator in 2020.

C. Goal: Reach more youth and families through the school system. Point person – CD, all Youth Advocates, Karen

Strategies:

1. Create a system and timeline for staff outreach to each high school and middle school each year that could include attending back-to-school nights, counselor meetings, family resource center meetings, meeting with the dean of students and staff overseeing disciplinary sanctions.
2. Market YZ services by hiring a communications coordinator.

D. Goal: Meet the needs of our expanding clientele. Point person – Keith, Tina

Strategies:

1. Evaluate current staffing at each location.
2. Leverage current partnerships and volunteers (ex: Collaborate Management Program.)
3. Provide enhanced bi-lingual services.
4. Stay up to date on current trends/information.
5. Institute a process for quality control.

6. Create additional collateral materials in Spanish.
7. Encourage more in-house conversational Spanish.
8. Maintain contract with interpreting services.
9. Seek out and utilize community providers as partners.

E. Goal: Be the leader in Positive Youth Development on a local and state level. Point person – Lori, Keith, Tina, CD, Karen

Strategies:

1. Provide affordable community-wide training and partner with other community stakeholders.
2. Provide *Restorative Justice* training for stakeholders and volunteers.
3. Create content and distribute via e-newsletters.
4. Partner with local papers for guest editorials.
5. Create and lead best-practices model in *Restorative Justice* on behalf of community.
6. Plan a community-wide *Restorative Justice* conversation in partnership with state representatives.

| PROGRAMMING |

A. Goal: Provide targeted individualized prevention and intervention services. Point person – Tina, Keith

Strategies:

1. Provide comprehensive assessments, using our screening tool, for every youth seeking YZ services
2. Use the scoring from the screening to determine best strength based approach
3. Complete post screening on every client to determine if further services are needed for clients and their parents
4. Provide levels and options of interventions to fit individuals as needs vary
5. Provide in-person court support to youth and families by youth advocate
6. Provide mental health counseling, including EMDR 40 hrs/week
7. Substance use services – Provide individual and group services 40 hrs/week
8. Foster additional community service projects – for example: murals, art and outdoor activities
9. Parenting – one-on-one support and connect to resources to instill better communication and life skills for success.
10. Offer individualize pretrial services to our clients.
11. Provide Restorative Justice services for tier 1,2 and 3 as appropriate
12. Provide community trainings for volunteers, SRO's, law enforcement, courts and schools in court services, CYDC and RJ as appropriate
13. Foster youth participation in life skills programming
14. Provide intensive case management for all clients
15. Collaborate with essential partners to increase success for youth

B. Goal: Provide high-quality mental health, substance abuse and support services to enhance adolescent lives and enrich our community. Point person – Tina, Keith

Strategies:

1. Establish and maintain regular contact with the legislative delegations representing Garfield, Pitkin, and Eagle counties.
2. Maintain safe, comfortable, and efficient facilities that integrate services.
3. Develop systemic process to set up integrative therapeutic services.
4. Enhance bi-lingual services
5. Increase integrated services.
6. Increase non-traditional approaches

C. Goal: Implement additional prevention services based on community need. Point person – Keith, Tina

Strategies:

1. Prioritize evidence-based prevention programs.
2. Determine, through data, which prevention would have highest impact on youth and families.
3. Work with partners and vendors to collaborate on implementing priority evidence-based programming.