



Strategic Plan

January 1, 2023-2028

The YFS Mission:

The Mission of Youth & Family Services' (YFS) is to provide, promote, assist and facilitate a community-based, structured process of counseling, socialization, recreation, educational assistance, and an emergency youth shelter for youth and their families who have been identified as in need of assistance in adjusting to current life situations.

In order to meet the growing service demands of our the community, while demonstrating continued programmatic excellence and integrated community participation, the YFS Board of Directors, in combination with the YFS management team, developed a five-year strategic plan. As the YFS service area population continues to experience record growth, the implementation of this plan will enable YFS to diligently walk alongside the broken hearted with joy.

Our plans, actions and decisions today will shape services, putting clients at the forefront:



Client-Focused: *We remember and realize this is why we are here. We are here to serve people.*

Vision:

- Outstanding client services is the foundation for what we do and why we do it.
- Services will be responsive to client needs.
- All resources committed to real outcomes for children, youth and families.
- Target for pre-COVID level of services, and then growth based on need.

Action Steps:

- Ongoing information gathering of client/community needs.
- Periodic appropriate questioning and surveys of clients to confirm quality and appropriate outcomes of services.
- Staff dedicated to tracking outcomes.
- Reports to stakeholders regarding client outcomes.
- Tracking of level of services, management staffing to reach pre-COVID level of services and beyond.
- Investment as needed to reach annual target level of services.

Supported Workforce (or “Workforce is Priority”): *We remember and realize we cannot give amazing services without amazing staff.*

Vision:

- Staff have integrity and are trained and competent.
- They are motivated, rewarded, and recognized.
- YFS is seen as an employer who is respected by its employees; known as an outstanding place to work: integrity, values family, and workplace culture is valued.
- Staff in turn continue to strive for excellence.
- Comprehensive staff plan in place to right-fit staff to job assignments and duties.

Action Steps:

- Staff appreciation and innovative activities promoted within departments.
- Strive for a competitive salary environment, as budget allows, while recognizing ongoing economic needs of staff within chaotic external environments.
- Promote staff wellness activities, with staff input.

- Leadership team is effective, efficient and integrated. Staff between programs continue to share client success so that staff whose duties are less client-focused can participate in agency wide client success stories.
- Use strength finder activities, use other “perspective-taking” activities in an effort for staff to understand strength is in our diversity and our best allocation of workload to capitalize on each other’s talents.
- Professional development activities to include team building, department integration, cross-training, and staff input into programming.
- Staff titles/job descriptions/compensation plan to meet agency needs for specialized positions within appropriate departments. Process developed to right-fit duties per position.

Community-Respected Charity: *We remember and realize that we are charity and rely on our friends, community, and stakeholders so that we have the resources we need to give amazing services.*

Vision:

- Resources needed are sustainable.
- Leadership is committed, available, and listens.
- YFS maintains a reputation of excellence.
- Community-based Board of Directors is committed, motivated, and energized to continue the YFS legacy and take YFS to the next level in the future.

Action Steps:

- Update branding and marketing activities, including enhancements to internet presence and social media activities. Procure appropriate expertise and time focus for these activities.
- Maintain development department to support ongoing resource research, procurement, image, and quality follow through with donors.
- Maintain quality assurance program, maintain certifications/licenses/audits where YFS can shine to the community and stakeholders. Closely monitor contract compliance issues.
- Board of Directors continues board building activities, implements activities that keeps members engaged and informed. Recruits members as needed; has meaningful meetings with oversight, and assists Director with growth and innovation model of operations.

- Instigate community-appreciation activities on a regular basis.

Growth and Innovation Model: *We remember and realize that we live in a constant and changing environment, and we make a commitment to innovation, making changes as needed, maintaining current infrastructure but growing infrastructure when appropriate and resources become available.*

Vision:

- YFS will strive to be adaptable in changing environments.
- Facility will be maintained to high-quality, and expanded in line with growth model as funded and needed.
- Raise community and state support to expand programming and future growth of services.
- Develop innovative programming that will further support healthy well-being of families and positive youth development.

Action Steps:

- Make repairs as needed to air/heat units, phone systems, security systems, and computer/technology.
- Make repairs or replace transportation vehicles as funding allows.
- Raise funds to address these ongoing needs.
- Partner with local businesses for community support in special ways and engage them in growth phase and expansion of services.
- Complete a plan for facility expansion that is in line with client/community needs.
- Utilize a “phase” method in facility expansion planning so as to meet spending deadlines on ARPA funding, but also utilize other funding raised from partners and the community.