

2020-2025 Strategic Plan

Vision

YouthWorks succeeds as *the* model and leader for youth development through sustainable partnerships and community reinvestment. Our youth serve as business owners, educators, innovators, and decision makers.



Mission

YouthWorks is a non-profit, community-based organization that creates opportunities for disconnected youth and families in Northern New Mexico to become engaged and valued members of their communities. Through our programs, job training and placement, life skills, counseling, education, and leadership development, we inspire youth to realize their full potential.

Strategic Perspective (Our key constituents or areas of focus)	Strategic Objectives (What we must do well to execute our strategy)	Measures & Targets (How our strategic success is measured and tracked)	Initiatives (The tactics we must perform to execute our strategy)
1.0 Customers and Stakeholders Who are our targeted customers and how do we create value for them?	1.1 New Lines of business 1.2 Career Development Program 1.3 Collaborators 1.4 Public Relations-Donors	Satisfaction survey results Customer needs met/unmet Customer retention Performance Measures Goals and Outcomes Incoming & Outgoing Referrals	-Adapt/develop business and operating plans -Culinary Program -Green Industries/Conservation -Federal: YouthBuild, USDA, CFRP, HHS, OJJDP -GED/Education Program -Mentoring Program/Life Skills -Utilize Social Determinants of Health Indicators -Participant Progression Pathways -Career assessments aligned with Labor Market -Apprenticeship program - Credentialing pathways - College credits via Adjunct Faculty Status - College credits for work experience
2.0 Other Stakeholders Who else has an interest in our success?	2.1 Organizational Partnerships 2.2 Government Entities 2.3 Coalitions/Task Forces 2.4 Foundations 2.5 Donors 2.6 Higher Education	# of impact projects # of positive media stories # of Memorandums of Understanding (MOUs) Stakeholder Satisfaction survey results Results Based Accountability Data # of repeat donors Aligned Coalition/Task Force involvement	-Outline and track criteria for mutually beneficial partnerships -Formalize appropriate partnerships for long term impact -Engage and fully participate in strategic Initiatives to promote positive targeted community/client outcomes -Promote youth-voice through adult-mentored civic engagement -Communicate regularly with constituents
3.0 Employee Learning and Growth How do we enable ourselves to grow and change, meeting stakeholder demands?	3.1 Staff Diversification to reflect population served, bilingual 3.2 Leadership Skills Development 3.3 Supervisory Skills 3.4 Civic Engagement Skills 3.5 Teambuilding	Weekly staff meetings/huddles Management Team functions # of cross-trained employees # of training hours per employee Employee-driven annual performance plans Employee satisfaction	Leadership Team Initiates & Delivers: -Meetings/Brainstorming -Suggests Training & Development for various staff needs based on program engagement -Planning -Identify training and development opportunities

		Employee turnover # of position applicants AmeriCorps VISTA slot(s) to assist in development of employee training & growth opportunities	& resources -Conduct strategic-planner & executive director - led mentoring approach for key managers -Define and re-align job descriptions for program areas as trends require -Conduct bi-annual staff development retreats
4.0 Internal Processes To satisfy customers and stakeholders while meeting budgetary constraints, at what business processes must we excel?	4.1 Performance Tracking & Reporting 4.2 Participant Intake Process & Case Management 4.4 Data Tracking & Management 4.4 BOD Structure	100% tracking and reporting for grants Crew labor utilization rates Cycle time (improvement) Products and services in the pipeline Internal Rate of Return on new product lines	-Combine to refine database performance results & outcomes tracking -Draft procedures for reporting -Redefine BOD roles & responsibilities (including committee assignments)
5.0 Financial How do we add value for customers while controlling costs?	5.1 Target Funding Sources 5.2 Broaden private donor support 5.3 Increase marketing and public relations to expose positive results of return on investments	Seek \$100,000 in additional funding/new sources, private donors Utilize win rate of grants \$ per employee Total costs	-Research new funding sources & apply based on labor market trends for career paths and youth development programming -Managing Grants -Cover administrative expenses in grants -Ensure grants cover delivery expenses -Fund employee benefits package -Seek capital funds to purchase commercial kitchen facility for social justice kitchen program

iYouthWorks! Strategic Direction

The following table describes the overall strategic direction iYouth Works! will take, including the short-term through the longer term. As time progresses, the actions will change and become more specific.

Strategic Component	Short-Term (1 Year)	Mid-Term (2 – 3 years)	Long-Term (4 – 7 Years)
Lines of Business -Culinary Program -Green Industries/Land Management	-Seek and attain contracts to serve community in -need, address hunger issues -Business plans for Culinary Arts Social Enterprise -Increase Staff professional development & training -Identify youth & young adult career goals and align with trends in job market	-Consolidate Culinary Operations through expanded kitchen facilities -Staffing to match program diversification -Marketing and Social Marketing plan -Increase training offerings -Professional Culinary Consultant to assess lines of business - Formalize and Maintain Culinary Adjunct Faculty status linkage with SFCC	-Culinary social enterprise launched and earning income -Commercial Kitchen expansion/consolidation addressed

<p>-Private/public conservation crews, address climate change, via government and other contracts and or grants</p>	<p>-Business & marketing plan -Pilot programs & develop for hire contractual crews for project delivery -Assess viability of partners and opportunities to ensure success</p>	<p>-Determine expansion feasibility of career certification training in varied environmental employment tracks</p>	<p>-Continue to deliver government and private contract project delivery</p>
<p>-GED/Education Program</p>	<p>- Utilize Pre-GED & Test of Adult Basic Educ. -Track Educational Data by Individual -Educ. intake & outcome plan for all -Develop future growth potential with funding</p>	<p>-Career linkages to appropriate entity (e.g., SFCC, UNM, etc.) -College creditable courses -Certificate opportunities -Credit for Work Experience</p>	<p>-refiner A' La Carte education and training center formation to suit alternative learners</p>
<p>-Case Management/Resource Navigation Services</p>	<p>-Utilize Social determinants of health screening tool -Assess for need, collect income data -Develop intervention Assistance Plan - Align internal and external resources -Conduct continued training in Trauma Informed care practices</p>	<p>-Collect data to track numbers served, numbers referred and data for those clients unable to serve and why -Measure numbers and types of resources required and changing/evolving social service landscape -Adjust for funding shifts and processes</p>	<p>-Funding resources refined, and continuous -Best practices utilized -Clients assisted using the lowest barriers possible and with trauma informed care</p>
<p>Participant Progression Path</p>	<p>-Create job/career progression path utilizing career assessment tools -Assess re-align with partners for client opportunities -Mentoring/Life Skills Program Formalization and Job Shadowing</p>	<p>-Add jobs/employment to the list of options based on labor market indicators -Mentorships and jobs aligned with Industry career pathways</p>	<p>-Data, outcomes and processes formalized and tangible, reportable, promotable</p>
<p>Strategic Partnerships</p>	<p>-Align and continually adjust criteria for strategic partnership growth to create youth opportunity and address community issues -Partner strategically with organizations and individuals -Government & Businesses -Higher Education -Schools and Alternatives for Referring Sources, ie Probation, Santa Fe Indian School, Pueblos, Community Foundations - Strategic National Membership Organizations</p>	<p>-Re-evaluate existing strategic partnerships -Forge additional appropriate partnerships -Strategically align youth with varying partners for career advancement</p>	<p>-Strong and healthy community position as leader in the field of youth connection and engagement in leadership, civic responsibility, education and workforce development</p>

Staff	<ul style="list-style-type: none"> -Adjust staff schedules for programmatic needs -Cross train staff members -Inclusive, equitable stance and philosophy -Formalized mentoring program -Staff job descriptions -Diversification, cultural and skill sets -Utilize AmeriCorps VISTA and AmeriCorps funds 	<ul style="list-style-type: none"> -Staff competencies (knowledge, skills, abilities) are aligned with youth program needs -Adaptation to changing trends & services, ie, client navigation for resource attainment -Employee performance evaluation 	<ul style="list-style-type: none"> -Have full complement of youth development trained staff
Processes	<ul style="list-style-type: none"> -Performance results tracking/reporting -Governance roles & responsibilities -BOD committees functioning 	<ul style="list-style-type: none"> -Balanced Scorecard -Additional quantitative measures 	<ul style="list-style-type: none"> -Formalize processes -Tangible teamwork that delivers visible impact