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**2023 - 2025**

# **STRATEGIC PLAN**

YPR envisions a world where all young people have the resources they need to thrive in recovery from addiction to drugs and alcohol.

YPR's mission is to provide the life skills and peer supports to help people recover from substance use disorder and reach their full potential.

[youngpeopleinrecovery.org](http://youngpeopleinrecovery.org)

# GOAL 1

**DEVELOP AND IMPLEMENT A STRATEGY FOR EVALUATION: HOW DOES YPR DO ITS WORK? WHO DO WE SERVE? HOW DO WE KNOW IF WE'RE SUCCEEDING?**

## **OBJECTIVE 1.1**    **Articulate a Theory of Change for the Organization**

*Through a participatory process engaging staff, chapter leads, and chapter members, YPR will articulate a theory of change that describes how our work helps youth and young adults thrive in recovery from SUD so that we can better evaluate our outcomes and impact.*

### **TIMELINE**

- By 1/30/23, a working group of staff, chapter leads, and chapter members will be formed to create a Theory of Change document as a framework by which outcomes can be evaluated
- Between 2/1/23-3/31/23, the group will meet bi-weekly for a total of 4 meetings
- By 6/30/23, YPR's Theory of Change will be presented to the full Board including relevant KPIs

### **MEASURE OF SUCCESS**

- By 2/23/23, the committee will have prioritized 5-7 KPIs that best measure the impact of our work. (Examples: improved access to housing, education, employment, healthcare, social support, community engagement, etc.)
- By 3/31/23, YPR will have a clearly articulated Theory of Change that best measures chapter and program impact.

## **OBJECTIVE 1.2**    **Collect Initial Data That Can Be Used to Evaluate the Impact of YPR's Core Programs and Activities**

*Utilizing technology that evaluates recovery capital components that are consistent with YPR's Theory of Change, YPR will embark on a rigorous, organization-wide data collection project that is consistent across programs and chapters and that can be utilized in the future by subject matter experts like social scientists, data analysts and/or epidemiologists.*

### **TIMELINE**

- By 2/28/23, YPR will commence the data collection pilot to test the software engaging a minimum of 5 YPR chapters & programs
- By 4/31/23, the project will be brought to scale for the next 25% of YPR chapters & programs
- Between 6/30/23-9/30/23, all YPR chapters and programs will be engaged in data collection
- By 12/15/23, an initial report on the data collection including KPI performance measures will be submitted to the Board to determine next steps

**MEASURE OF SUCCESS:** *Using KPIs identified in YPR's Theory of Change, data will be collected from a diverse group of YPR constituents across the organization to determine who we are currently serving and the impact of our programs (continued on next page)*

### **MEASURES OF SUCCESS (cont.)**

- Examples of data that will be collected: ER utilization due to SUD crisis, school enrollment/completion, employment/unemployment status, housing status, mental wellbeing, social engagement, community engagement, access to healthcare, and other measures of social, cultural, and personal recovery capital.
- Example of demographic data that will be collected: gender, race, ethnicity, sexual orientation, linguistic diversity, geographic region, income, insurance status.

### **PROJECTED FOLLOW-UP ACTIVITIES:** *Setting goals for improved year-over-year performance in KPIs such as:*

- 5% growth in BIPOC constituents engaged in YPR chapters nationwide
- 5% annual reduction in ER utilizations for SUD-related crises in chapter members nationwide
- 10% increase in the number of YPR members who report FT or PT employment one year after starting our programs
- 10% increase in the number of respondents who report having a social group that supports their recovery
- 10% reduction in unemployment rates for individuals completing a YPR life-skills program after 3 months post-exposure

**ADDITIONAL FOLLOW-UP ACTIVITIES:** *Understanding how to remove selection bias from data respondents, making sure that those with negative experiences report data as well as those with positive experiences who are more likely to fill out surveys.*

# GOAL 2

## ESTABLISH A MODEL FOR NATIONAL AND LOCAL SUSTAINABILITY: EXPANDING GRASSROOTS SUPPORT AND DIVERSIFYING INCOME STREAMS

### OBJECTIVE 2.1 **Expand YPR's Existing Chapter Advisory Board (CAB) Pilot Program to Sustain Existing YPR Chapters**

*Raise the visibility and viability of existing YPR chapters through the engagement of community stakeholders.*

#### TIMELINE

- By 1/31/23, up to 15 chapters will have joined the 2023 pilot program
- By 3/31/23, at least half of the 15 CABs will have a minimum of 5 members and will have started meeting monthly
- By 5/31/23, all 15 CABs will have a minimum of 5 members and will have started meeting monthly
- By 6/31/23, all 15 chapters in the pilot program will have determined financial, advocacy, or other program-related goal for their chapter
- By 12/31/23, at least 8 of the CAB pilot chapter participants will have demonstrated progress towards their goal (example: held a fundraiser, found a partner for a life-skills curriculum program, or implemented an advocacy project)

#### MEASURE OF SUCCESS

- By 12/31/23, 15 diverse YPR chapters from a variety of geographic regions and chapter types (i.e., volunteer-led and paid program-led) will have successfully recruited CABs for their chapters and have each held at least 6 CAB meetings
- By 12/31/23, CAB chapters will have completed resource mapping to identify potential partners who can assist with chapter fundraising, program, and/or policy initiatives
- By 12/31/23, at least half of the chapters with CABs will have achieved at least one of the following KPIs compared to 2022 baseline data:
  - Raised 25% more money for their chapter through local fundraising events or grant writing
  - Engaged with 5 more community-based partners like treatment centers, drug courts and/or social service agencies
  - Served 25% more individuals through local chapter activities

### OBJECTIVE 2.2 **Develop a Plan to Diversify Income Sources at the National Level**

*Create a plan to increase unrestricted giving at the individual, corporate, and foundation levels including a budget to pay for implementation (for example, using funds from the MacKenzie Scott gift to add staff capacity or hire contractors).*

#### TIMELINE

- By 3/1/23, a working group of Staff, interested Board members, and other subject matter experts will be formed and will meet bi-weekly for 3 months
- By 6/1/23, a job description or RFP for contracting services or additional staff support will be issued, as needed
- By 9/30/22, an income diversification plan will be finalized and presented to the Development & Finance Committee and the full Board

## MEASURES OF SUCCESS

- By 12/31/23, unrestricted individual giving will increase a minimum of 5% over 2022 baseline data
- By 12/31/23, unrestricted corporate giving will increase a minimum of 5% over 2022 baseline data
- By 12/31/23, unrestricted foundation giving will increase a minimum of 5% over 2022 baseline data



# GOAL 3

## SUPPORT THE GROWTH OF YPR PROGRAMS & CHAPTERS

### OBJECTIVE 3.1

#### Develop a Marketing Plan to Expand the Reach of YPR's Life-Skills Curricula

Create a marketing plan for YPR's life-skills curriculum programs as well as a staffing plan and budget to pay for implementation of the marketing plan (for example, utilizing funds from the MacKenzie Scott gift to add staff capacity or hire contractors).

#### TIMELINE

- Between 1/31/23-4/30/23, a working group of Staff, interested Board members, and other subject matter experts will be formed and will meet bi-weekly for 3 months
- By 5/1/23, a job description or RFP will be issued, as needed
- By 9/30/23, a marketing plan will be finalized and presented to the Development & Finance Committee and the full Board

#### MEASURE OF SUCCESS

- By 6/30/23, additional staff or consultants will be retained to implement marketing plan
- By 6/30/24, English-language life-skills curriculum partnerships will increase by 5% over 2022's baseline
- By 6/30/24, Spanish-language life-skills curriculum partnerships will increase 5% over 2022's baseline
- By 6/30/24, YPR licensing fees from life-skills curriculum programs will increase 10% over 2022's baseline

### OBJECTIVE 3.2

#### Assess Current YPR Chapter Structure Models & Evaluate New Ones

Assess YPR's current chapter structures and business models, as well as potential new structures and value propositions such those using partnerships with Medicaid funders or value-based payers, outlining the benefits and shortcomings of each type, including IDEA considerations.

#### TIMELINE

- By 2/28/23, a diverse working group of Staff and chapter leads from different geographies and chapter types (volunteer-led and program-paid) will be formed to implement a 3-month assessment of YPR's current and potential new chapter structures, chapter lead responsibilities, and business models
- Between 3/1/23-5/31/23 the chapter evaluation committee will meet bi-weekly for a total of 6 meetings
- Between 6/1/23-9/30/23, the chapter evaluation committee will create a report outlining its findings including a SWOT analysis of each structure/model, as well as any recommendations for new structure/models

## MEASURES OF SUCCESS

- YPR will have explored the value proposition for one new chapter structure/model in one state (most likely Colorado) such as partnering with Medicaid funders or value-based payers
- KPIs for all chapter types (volunteer-led, program-paid, and any other new types) will be established. For example:
  - By 12/31/23, the number of volunteer-led chapters holding monthly pro-social activities and bi-weekly all-recovery meetings will increase by 10% over 2022's baseline
  - By 12/31/23, the number of program-paid chapters holding weekly all-recovery meetings and bi-weekly all-recovery meetings will increase by 10% over 2022's baseline
  - By 12/31/23, 10% of all paid and volunteer chapters will increase the number of unique individuals served over the past year
  - By 12/31/23, the number of paid and/or volunteer chapters serving predominantly BIPOC communities will increase by 10% over 2022's baseline

# GOAL 4

## DEFINE AND PURSUE POLICY AGENDA, GOALS AND ENGAGEMENT STRATEGIES

### OBJECTIVE 4.1 Define Policy Goals and Engagement Strategies

*Develop a phased plan identifying policy targets at the state and federal levels, setting forth clear goals and related engagement strategies.*

#### TIMELINE

- By 1/31/23, a new public policy director will be onboarded
- By 4/30/23, 3-5 states will be identified as high-priority and 2-3 national priorities will be identified

#### MEASURES OF SUCCESS

- By 6/30/23, a state and federal legislative advocacy plan will be completed and presented to the Public Policy Committee for approval
- Between 7/1/23-9/30/23, the plan will be edited and finalized.
- By 9/30/23, the final draft of the plan will be presented to the full Board at its in-person meeting

### OBJECTIVE 4.2 Implement Organizational Structures and Pursue Policy Goals at the State and Federal Levels

*Develop organizational structures, processes, and trainings to pursue policy goals as set forth in the legislative action plan.*

#### TIMELINE

- Between 7/1/23-12/31/23, YPR's public policy director will develop organizational structures to implement the legislative advocacy plan, such as chapter-led, state-specific legislative action teams (LATs)
- Between 7/1/23-12/31/23, YPR's public policy director will collaborate with executive staff and YPR's marketing & communications team to promote YPR's legislative priorities internally and externally

#### MEASURES OF SUCCESS

- By 6/30/23, 3-5 state-based LATs will be organized by the public policy director
- By 12/31/23, LATs will have completed 1-2 public policy campaigns or "Day of Action" legislative visits to promote state policy agendas
- By 12/31/23, YPR National will have completed 1-2 public policy campaigns or "Day of Action" legislative visits to promote its national policy agenda



# GOAL 5

## ESTABLISH A CLEAR DECISION-MAKING FRAMEWORK AND PROCESS FOR BOARD DEVELOPMENT

### OBJECTIVE 5.1 Create Opportunities for Board Development

Create onboarding and ongoing development opportunities for Board members to better understand YPR's programs and chapters, policy priorities, business model and strategic plan, and the role of the Board in ongoing income generation and strategic decision-making.

#### TIMELINE

- By 3/31/23, the Nominations & Governance Committee will approve a new Board orientation toolkit which will be implemented for all new Board members.
- By 6/30/23, the Nominations & Governance Committee will approve a new Board self-assessment measure that will be disseminated to all current Board members on an annual basis.
- On a monthly basis, YPR Board members will be presented with a concise and engaging report with updates on program and chapter activities, as well as progress reports on key strategic planning activities

#### MEASURES OF SUCCESS

- By 12/31/23, at least 50% of all Board members will have 100% Committee meeting attendance
- By 12/31/23, at least 50% of all Board members will have 100% full Board meeting attendance
- By 12/31/23, all continuing Board members will have completed Board contracts for the 2024 calendar year
- By 12/31/23, all continuing Board members will have completed Board conflict of interest disclosure forms for the 2024 calendar year
- By 12/31/23, all continuing Board members will have completed a Board self-assessment to establish a baseline of engagement
- By 12/31/23, 100% of YPR Board members will have made a financial contribution to the organization

### OBJECTIVE 5.2 Implement Best Practices for Making Board Decisions

Define a framework for how decisions are made at the Committee and full Board level, including what level of information is provided, how evidence and recommendations are vetted, who makes the decisions, and who is responsible for implementation.

#### TIMELINE

- Between 1/1/23-3/1/23, YPR will retain a Board trainer to develop Board capacity and implement best practices for Board/staff decision-making, roles, and responsibilities.
- Between 3/1/23-3/31/23, the Board trainer will conduct a one-month discovery process.

### TIMELINE (cont.)

- Between 7/1/23-8/31/23, the trainer will offer continued learning opportunities for the Board (e.g., attending committee meetings, setting up additional trainings with the Executive Committee and Board Chair)
- By 9/30/23, the trainer will conduct a 2-hour training session at the Board's in-person meeting.

### MEASURES OF SUCCESS

- By 12/31/23, at least 75% of Committee members will report that they have received adequate information about the issues on which they are expected to vote as Committee members
- By 12/31/23, at least 75% of Board members will report that they have received adequate information about the issues on which they are expected to vote as Board members
- By 12/23/23, at least 75% of Board members will report that they understand who is responsible for carrying out decisions made by their Committee/s
- By 12/23/23, at least 75% of Board members will report that they understand who is responsible for carrying out decisions made by the full Board
- By 12/31/23, at least 75% YPR Board members will know who to reach out to for questions regarding Committee and Board activities and/or responsibilities
- By 12/31/23, at least 75% of YPR Board members will know who to reach out to for questions regarding YPR's activities or programs