

St. Paul Youth Services

Strategic Plan

FY 2011 – FY 2013

*ADOPTED BY THE SPYS BOARD OF DIRECTORS
December 9, 2010*

MISSION

St. Paul Youth Services redirects youth who are starting to get into trouble at home, at school, or with the law.

VALUES

- We believe that every young person has the *potential* to succeed.
- We believe in holding youth accountable *and* giving them the chance to learn from their mistakes.
- We believe in *supporting parents* to be the major guiding force in their children's lives.
- We believe that a *diverse* group of people, working together, produces better results.
- We believe that *community partnerships* are critical to our success.
- We commit to working with the community to *eliminate racial disparities* for youth.
- We commit to full *accountability* to our clients and funders.
- We commit to *excellence* in all we do in order to demonstrate respect for those we serve.

VISION

A community that offers hope and opportunity for all youth

GOALS & STRATEGIES

Goal A: Continue to strive for excellence across all program areas.

Strategies:

1. Continue to use outcome measurements to improve program quality.
2. Identify the essential school ingredients for maximizing Behavior Intervention Program effectiveness and work with St. Paul Public Schools to create the optimal environment for student success.
3. Continue to improve the quality of the All Children Excel program by documenting and implementing essential program elements.

Measures of Success:

- Behavior Intervention Program evaluation to determine essentials for program effectiveness
- Full implementation of All Children Excel quality improvement efforts.
- Meaningful improvement in Behavior Intervention Program and All Children Excel outcomes

Goal B: Deepen relationships with our program partners and develop opportunities for increased impact.

Strategies:

1. Work with Saint Paul Public Schools leadership to build district wide support and school-based capacity to maximize the effectiveness of the Behavior Intervention Program.
2. Work with the Ramsey County Attorney and the City of St. Paul to explore additional opportunities for juvenile crime prevention.
3. Position Saint Paul Youth Services to play a role in the Juvenile Detention Alternatives Initiative.
4. Work with Ramsey County to clarify All Children Excel program accountability within the county.

5. Work with Ramsey County to clarify the Children’s Crisis Response governance structure as a merged program between Ramsey County Community Human Services and Saint Paul Youth Services.

Measures of Success:

- Opportunities created through improved communication and relationships with program partners
- Opportunities for juvenile crime prevention activities through the County Attorney’s office
- Increased role in Juvenile Detention Alternatives Initiative
- Increased clarity on accountability for All Children Excel
- Increased clarity on the governance structure for Children’s Crisis Response

Goal C: Be a visible, effective source in the community for information and expertise related to youth and an advocate for alternatives to the juvenile justice system.

Strategies:

1. Work with the community to have an impact on racial disparities (primarily African Americans) in schools and the juvenile justice system.
2. Raise visibility for the challenges urban youth face and how to better address them as a community.
3. Respond to opportunities where community organizations have identified a need and desire for our knowledge and expertise.
4. Provide leadership for the development of a statewide infrastructure for the delivery of in-home children’s mental health crisis services.

Measures of Success:

- # of community engagements for the purpose of sharing our expertise and raising visibility for our mission

Goal D: Continue to secure diversified, sustainable sources of funding to support Saint Paul Youth Services programs.

Strategies:

1. Secure revenues from government sources by deepening relationships with our program partners.

2. Develop opportunities for new revenues by identifying policy changes where our model could lead to additional program partner savings.
3. Work to achieve financial self-sufficiency for the Behavior Intervention Program and Diversion Program.
4. Annually raise at least \$25,000 from individuals and businesses.
5. Maximize contributions through workplace giving.
6. Update Saint Paul Youth Services investment strategy to balance expected returns with the appropriate risk levels.

Measures of Success:

- Revenues gained from all sources

Goal E : Build Saint Paul Youth Services organizational and leadership capacity.

Strategies:

1. Strengthen Saint Paul Youth Services middle-management in preparation for leadership succession over the longer term.
2. Strengthen Saint Paul Youth Services governance through a structured process of assessment and board-developed strategies to increase board effectiveness.

Measures of Success:

- Development of a succession plan for the organization's leadership
- Governance assessment and implementation of board development strategies