



# Youth Service Bureau 2023-2025 Strategic Plan Summary Report

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## Executive Summary

The Youth Service Bureau 2023-2025 Strategic Plan Summary Report is a compilation of the key outcomes of the strategic planning process completed May 2 & 3, 2023 by the executive director and board of directors. This is a supplemental document to the source files provided to Youth Service Bureau, with content captured directly from the source files.

Valley Vision appreciates the opportunity to guide and facilitate the Youth Service Bureau through this process, and is excited to see the Strategic Plan come to life over the next three years.

## Vision

At the beginning of the strategic planning process, the team opened to their Vision for the 2023-2025 Strategic Plan. The steps to prepare for the Visioning process included completing a SPOT (Strengths, Problems, Opportunities, Threats) analysis of Youth Service Bureau, and compiling a view of the current context within which the organization exists and must plan.

The team more narrowly defined the existing Vision as follows:

*Be the leader in early intervention services to youth and families in the greater St. Croix Valley.*

The team wanted to continue discussions about whether to change “greater St. Croix Valley” to ensure it captures the areas served by the organization.

## Strategic Plan Themes

A second output of the process was to define the themes, or vision elements, for the Strategic Plan. These themes would serve as guideposts as the plan was established, and should continue to be an anchor for the organization as they review and update their plan.

The Strategic Plan themes are:

- Focus on early intervention
- Supporting needs of the community through accessible and relevant services
- Sustained financial growth
- Qualified & dedicated board & staff
- Investing in community partnerships
- Known for who they are and what they do

## Bold Steps

The final step in the process to establish the Strategic Priorities was to identify 3-5 Bold Steps, which are the specific strategies that will allow the organization to move confidently towards its Vision. Given the time frame of the strategic plan, the Bold Steps were framed to be both challenging yet achievable within a three-year time frame.

The Bold Steps identified by the team were:

- Improve the staff & board experience
- Enhance community partnerships
- Diversify financial supports
- Expand reach through marketing
- Define service portfolio

## Strategic Priorities

The Bold Steps became the five Strategic Priorities, defined in the “What We’ll Do” column in the table below.

Focus Area	What We’ll Do	Outcome
Talent	<b>Improve the staff &amp; board experience</b>	<ul style="list-style-type: none"> <li>● Increased efficacy of and job satisfaction from board &amp; staff</li> <li>● Improvement in staff retention</li> </ul>
Partnerships	<b>Enhance community partnerships</b>	<ul style="list-style-type: none"> <li>● Increased partner support &amp; engagement</li> </ul>
Revenue	<b>Diversify financial supports</b>	<ul style="list-style-type: none"> <li>● Increased individual donor base</li> </ul>
External Engagement	<b>Expand reach through marketing</b>	<ul style="list-style-type: none"> <li>● Engaging marketing content that attracts community members, donors, and prospective talent</li> </ul>
Services	<b>Define service portfolio</b>	<ul style="list-style-type: none"> <li>● Clearly defined service portfolio that differentiates YSB from other organizations</li> <li>● Established measurable outcomes of success in each portfolio</li> </ul>

## Alignment with Previous Strategic Plan (2016-2018)

At the end of the planning process, the team compared the new strategic priorities to the goals set in the 2016-2018 strategic plan, to confirm alignment of current goals with community needs. Two of the three goals remained relevant in this new strategic plan, most closely aligned with the focus areas of External Engagement & Services, and the team agreed more definition and clearer outcomes were needed. Moving forward with these new and more narrowly defined strategic priorities will allow the Youth Service Bureau to create clear game plans to measure success.