



youth service bureau

Announces

Executive Director

Search

Search Summary

Youth Service Bureau, Inc.'s Board of Directors is conducting a comprehensive search for an inspirational and experienced leader to serve as the Executive Director for Youth Service Bureau.

Youth Services Bureau's mission is: Helping youth and families learn the skills they need to be more successful at home, in school, and throughout the community.

For 44 years Youth Service Bureau (YSB) has served the communities of Washington County partnering with School Districts, Counties, Corrections, Municipalities, and the Community at large to accomplish its mission.

Youth Service Bureau provides mental health, chemical health and diversion services for youth and their families. These services take place at YSB, at schools, and other locations as meets the needs of the individuals and families. The staff hold crucial licenses to provide services, provide outreach and education to support community members, and have relationships with key partners across the spectrum of services to meet the needs of all served with integrity, respect, and success.

YSB has a solid positive reputation in the community with its caliber of staff, its level of dedication to the community and its long history.

It is the intent of the Board of Directors to select the next leader who can assure continued success of all programs and services, maintain and grow existing and new relationships, and secure and increase funding and services as deemed appropriate and needed to meet needs. This leader will also support the staff in their work and growth, communicate with transparency and confidence to the board of directors and be aligned with the purpose and impact of the mission of the organization.

The Board of Directors recognizes that the role of an Executive Director is a challenging position running a business with a purpose, with multiple constituents, multiple funding sources, fund-raising challenges, keeping a board of directors informed and engaged, and managing a diverse group of staff with specialized skills along with increasing compliance and regulation issues.

World circumstances also play a role in these challenges which include: a global pandemic requiring work to be done in new ways and with impacts to revenue streams; and community struggles, with violence and racism erupting and impacting our families, youth and children. Community partners share in these changes, creating ripple effects throughout communities all trying to address growing needs, growing tensions, and the resulting mental health of individuals.

For Youth Service Bureau ("YSB") to be successful in the years ahead, finding a candidate that can provide leadership in the key service areas as well as address needs and issues that the organization is currently facing is essential. The candidate will need to have staying power and

bench-strength in a range of skill areas. The ability to work with the staff, community partners, and with the continued involvement and support of the Board of Directors will be an expectation of the position and key to success.

The three office locations for Youth Service Bureau are listed below:

Cottage Grove
7064 West Point Douglas Road # 201
Cottage Grove, Minnesota 55016
651 458-5224

Stillwater
6120 Oren Avenue North
Stillwater, MN 55082
651 439-8800

Woodbury
7876 Hudson Road, Suite #1
Woodbury, MN 55125
652-735-9534





Youth Service Bureau Overview

The Youth Service Bureau was founded in 1978 via the St. Croix Valley Youth Service Bureau. In 1996 a merger between the St. Croix Valley Youth Service Bureau and South Communities Counseling Service created the Youth Service Bureau, Inc. in place today retaining three locations in Washington County in Stillwater, Cottage Grove and Woodbury.

The concept of youth service bureaus came into being in the 1970s when law enforcement agencies across the country were looking for ways to hold youth accountable for their actions without sending them through the juvenile system or labeling them as delinquents. There was a recognition of the need to have organizations that advocated for youth, helped to assess their needs, identify service gaps and coordinate youth services.

Youth Service Bureaus became state statutory entities in 1978 when a state grant for them was created to replace declining federal funds. Responsibility for overseeing the YSBs was transferred from the State Department of Children and Youth Services to the State Department of Education in 1995.

The original focus of work was on diversion and counseling services which remain in place today with additional services in the chemical health and youth and family education areas as well as services to identified population groups. The shift in services from early intervention efforts for youth at risk to offering prevention services on site and in community settings has been a logical progression in terms of supporting positive youth development and youth and their families together.

Since its inception, YSB has had five Executive Directors providing leadership for the more than 40-year history of the organization.

MISSION AND VISION

Youth Service Bureau's Mission of: *Helping youth and families learn the skills they need to be more successful at home, in school, and throughout the community* is accomplished today through the provision of high-quality mental health, chemical health and diversion services in addition to education and outreach programs and services.

YSB incorporates practical developmental knowledge & understanding of youth into four core service areas. By supporting families in this way, parents understand how their child sees the world based on brain development and their own youth's experiences.

YSB recognizes that many youth experience mental and chemical health combined or that these challenges have impacted their contact with the courts or corrections. By having these services within the same organization, a more comprehensive approach can be taken to address the root causes and underlying issues faced by youth. By working with the whole family, systemic issues can be addressed, and lasting changes can take place to support the success of all involved.

YSB is broadly recognized as the best early intervention resource in Washington County, Minnesota and western Wisconsin for youth and families dealing with social, emotional and behavioral issues. YSB Partners with parents, schools, local law enforcement agencies, the courts, and community groups to keep children and youth out of the court system and in school. Families are able to access an integrated array of services including youth focused family counseling as well as a variety of criminal justice and school-based programs tailored to the unique needs of the community. YSB uses evidence-based methods and rigorous program evaluation to ensure positive outcomes.

YSB staff are well known in their respective service communities as effective champions who make a significant difference in the lives of youth and their families. YSB speaks with one organizational voice yet responds to the uniqueness of each community. Together, with partners, they create a welcoming, sensitive and challenging environment for youth and their families.

Youth service Bureau's Board of Directors actively promotes the agency throughout the community, creating friends, partners and financial support as it guides the organization in a timely response to community opportunities and challenges.

VALUES

Respect: We welcome all people and treat them with dignity by honoring who they are and what they believe.

Family Focus: We believe that involving parents and caretakers is essential to our work with children and youth.

Responsiveness: We believe positive and lasting change is more likely when barriers are overcome, and problems are addressed early.

Community Based: We work with each community to adapt and implement programs in ways that best address local concerns.

Effectiveness: We use innovative and proven practices that produce positive, measurable results.

Youth Service Bureau's Programs and Services

Mental Health

Licensed therapists help youth who are struggling and the families that care for them. Youth learn strategies to manage anxiety, depression, bullying, divorce and self-harm.

Diversion

YSB's Diversion Services hold youth accountable for their actions and provide an opportunity to repair any harm they caused without getting a juvenile record. Youth learn to take responsibility for their choices and understand that their behavior affects more than themselves.

Youth and Family Education

Family Education provides practical advice and effective strategies to engage and empower those who care for youth.

Chemical Health

YSB's school-based chemical health specialists provide education, early intervention and support, and are a critical resource for students, families and school staff.

Within each of the service areas there are efforts made to address current trends, to serve all populations, and to be responsive to needs whether that relates to increased anxiety related to a pandemic or violence in the community, new drugs of choice being seen in the community, special populations such as youth from blended families, military families or communities of color – YSB strives to be at the cutting edge of what is needed and with integrity and humility address these issues as they arise.

Services Delivered

In 2018 YSB provided the following services:

- School based services – 6,706 youth served
- Diversion services- 508 youth served
- Youth focused family counseling – 408 youth served
- Youth and Family education – 6,403 individuals served through youth and family education classes

The Youth Service Bureau has three primary locations in Cottage Grove, Stillwater and Woodbury with services provided at partner school locations and in the community.

Collaborative partners are key to the success of the organization through the school, County, municipal and other partnerships.

Staff and Organizational Culture

Youth Service Bureau has 18 staff comprised of the Executive Director, service area managers, three executive administrative staff, a fund development position, a financial manager position and licensed mental health therapists, diversion and chemical health staff.

In the current structure the Executive Director has 8 direct reports.

The Youth Service Bureau staff exhibits professionalism, competence in their areas of services, passion for the mission of the organization, and a commitment to serving the needs of all with dignity, respect and integrity.

Budget

The Youth Service Bureau budget is 1.2 million dollars and funding come from municipal and other government and school grants and contracts, foundation and corporation grants, fees for service, individuals and United Way.

Ideal Candidate Summary

The Ideal Candidate for this position will be able to inspire others, be a person of high integrity, honest and credible, a strategic visionary who will build a strong team internally and be known and respected in the community in order to strengthen partnerships that will result in being able to serve youth and their families well.

This candidate will also have the following attributes:

Passion for the Organization's Mission:

Driven by the importance of the organization's mission, values, role in the community and able to articulate this work. Will create a culture of service and excellence within the organization serving as a role model in this capacity with a deep understanding of those served, an eye to the future, creating an overall focus on wellbeing and health for all involved.

Ability to accept and motivate others:

Ability to attract and inspire others including volunteer board members and staff. Open to and accept a broad range of individuals. Build an engaged culture that consistently delivers the highest level of services and care with compassion and respect for all. Is able to create a respectful, positive, engaged team and an accountable culture that supports decision making, priority setting and program outcomes. Creates clear expectations and goals for the work of staff to align with overall organization's mission and to assure high levels of performance and impact. Conveys a sense of appreciation for all involved.

Think Strategically, and implement Tactically

Able to see the big picture and able to implement plans effectively in order to move the organization forward. Can look at different aspects of the organization and identify gaps and strengths and resolve issues in a timely manner and in partnership with staff, the board, and community partners. Recognizes opportunities to partner internally and with other organizations to build a continuum of care for those served. Ability to think outside the box and to problem solve effectively.

Culturally Competent

Understands the impact of racism and bias and its toll on families and youth in the community. Works toward assuring that the environment and services are culturally sensitive and inclusive with a workplace that demonstrates a high degree of support for diversity, equity, and inclusion for all clients, staff and board members. Communicates organization's commitment to diversity through website, program materials and presentations.

Communicator

Ability to articulate mission, vision and passion for the organization including addressing questions, concerns and outcomes effectively. Comfortable speaking in front of large audiences, in recorded meetings, in front of policy makers and donors. Can also write effectively. Responds quickly and thoroughly as needed to constituents, donors, clients, board and staff. Creates ways to assure that there is communication within the organization, among services and staff at all locations as well as externally.

Knowledge of the Organization's Area of Services and Programs

Can effectively articulate the value and impact and specifics of the range of services and programs of the organization. Has knowledge related to mental health, chemical health and diversion programs as well as strategies pertaining to outreach or has the ability to learn these programs and services quickly and thoroughly. Knows the other players in this field and either has relationships with these players or the ability to develop relationships easily given knowledge of the field and ability to communicate in this arena. Knows the needs related to licensure and continuing education training requirements as well as details related to required pre-authorizations with insurers from at least a supervisory perspective.

Self-Starter

Goal driven and possess a high degree of motivation and energy. A "doer" with a record of productivity. Ability to provide project management oversight skills to assure completion of complex projects and to implement practices and policies within the organization that increase efficiency, timeliness of outcome reports that aid decision making.

Financial Acumen

Understands nonprofit finances, investment strategies, depreciation and other components of financial planning. Knows how to budget, forecast, allocate and track grant funds and other aspects of nonprofit financing to have a solid oversight of the plan in place. Also knows how to recognize financial opportunities and threats, make adjustments as needed and communicate effectively and in a timely manner with the board working with internal financial managers and external auditors and advisors. Has knowledge of federal, state and local compliance issues as well as policies and procedures including HIPAA, data privacy, vulnerable adult and consent, licensing of staff and contract and grant conformance.

Deals well with Conflict

Able to handle adversity with ease and grace. Doesn't back away from honest feedback to or from others. Does not take criticism personally. Keeps a sense of perspective. Can and will hold people accountable. Understands the importance of documentation, regular communication and feedback.

Staff summary input for the Executive Director

The staff are looking for a leader who understands behavioral health; respects the work that they do and will be transparent in communications; keep them informed on key issues; involving them in decisions related to their budgets and services; be someone who is easy to talk with around tough situations; is kind, compassionate, respectful, engaged, encouraging, fair, humble, able to admit their mistakes; is focused on the wellbeing of employees; has a sense of humor and will listen and then make informed decisions along with being able to articulate the vision for the organizations.

Focus areas for Youth Service Bureau

In the current environment for all nonprofit organizations it is essential for the Executive Director of Youth Service Bureau to keep a focus on the core work of the organization; supporting the staff in doing their work and having strong partnerships with the schools, Counties and local municipalities.

The ability to respond quickly to how services are delivered will continue to be an issue with also needing to respond to increased mental health and related needs. In 2020 determining how to provide services when they could not be provided on site due to the pandemic is an example of the need for quick responses. Telehealth has provided the ability to serve many and in some cases more families while recognizing that there has also been a decline in some families seen who are less comfortable with this format and who are perhaps overwhelmed by working from home with their kids at home. Being able to take a pulse on what is going on and respond appropriately and swiftly is likely to be an important part of the years ahead related to service delivery as well as possible impacts on funding as partner organizations face the possibility of declining revenues which will in turn could impact the services YSB delivers despite their value and recognized quality. Innovation in looking at new approaches to fund programs as well as deliver services will be key.

Youth Service Bureau has three office locations as well as staff who are .80 and work at various school locations which makes for a responsive and accessible staff while making connections among and with staff more of a challenge. Staff support, integration of services, enhancement of program offerings that are in line with the core mission and services will all be needed to continue to serve youth and families to the best extent possible.

Each of the service areas has unique requirements and needs with outreach and education, chemical health, diversion and mental health so an understanding of each of these areas of services as well as how to integrate them will be needed.

The approaches to marketing and messaging is important as well to reach those who can benefit from the services, to assure affordability as well as an environment that is respectful of

diversity and all cultures and to engage those who can and will participate in supporting the work of YSB financially based on the ability to communicate the success of services and the positive return on investment.

As a smaller organization there needs to be ways to provide human resources in particular in a cost effective manner to stay abreast of compliance issues as well as to provide a resource for staff and a safeguard should there be any internal issues that need to be reviewed beyond the existing staff structure.

The YSB organizational structure can be reviewed for better communication, integration, and effective oversight.

As a result of these focus areas and the needs of the organization, the Executive Director will be evaluated on the following areas:

Articulating the mission of the organization

- Measure the impact of the services programs and communicating the impact with the board and funders through easy to understand reports with numbers of people served as well as testimonials of the usefulness of the services received and the return on investment of those services.
- Maintain positive relationships with community partners, local officials, media, service organizations, as well as serving on advisory committees and area task forces as best serves the interests of the organization
- Provide presentations to municipalities, faith communities, organizations, funders and partners on the services and programs of the organization resulting in serving more youth and families, securing positive contracts, and increasing revenue from contracts, grants and individuals.

Support the development staff and programs; the integration of services and programs for increased impact and the human resource and operational needs of the organization.

- Communicate with staff engaging them in creatively addressing ways to best serve youth and families. Flexibility and a team approach will support this work.
- Analyzing information at hand such as client surveys to show areas of success and opportunity and progress made on any areas identified as needing improvement.
- Provide opportunities for training on key areas such as cultural competence, effective communications, measuring impact, as well as techniques to be more effective.
- Assure that human resource support is in place for the organization through existing staff and additional external contracts as needed so that the ability to respond to unique situations is in place or to seek help outside of the boundaries of the organization is established.

Creating financial stability

- Creating an annual budget with scenarios in place to be able to take corrective action if funding is reduced or if a new opportunity aligned with the work of the organization becomes available. Involving staff in the process of creating the budget as well as assuring that the budget and grants received are appropriately accounted for and funds used per agreements in place.
- Negotiation of contracts that work to fully cover the costs of the services being delivered that can articulate the value of working with YSB over other avenues of delivering these services.
- Charting the overall financial picture of the organization to keep the board and staff abreast of the year to date situations which include fee for service, contracts and agreements, state and municipal funding, corporate and foundation grants and gifts from individuals directly and through events. Providing an analysis of the financials each month, noting trends, known changes and possible impacts and making timely decisions to assure financial stability.
- Looking ahead to possible impacts on partners who contract for services and having a plan for how best to address any changes to funding streams and service delivery.

Qualifications

A minimum of 10 years in a leadership position within a nonprofit organization, or other relevant combination of nonprofit and other positions, with experience in supervision of key staff, knowledge of fund raising and financial oversight, an understanding of relevant marketing and communications and a passion for the organization's mission.

A bachelor's degree in a relevant area such as human services, public administration, nonprofit management, social work with a preference for a master's degree in similar areas with coursework in nonprofit, public, business, or health administration or management.

A track record of accomplishments related to program outcomes.

Demonstrated skills in developing and maintaining crucial relationships, partnerships, and alliances.

Proven communication skills in a variety of settings with demonstrated impacts.

Strong analytical, problem solving, decision making, effective listening and communications skills.

Experience with the nonprofit sector, working with a Board of Directors and with diverse stakeholders.

Experience with range of funders and fund-raising efforts including government, foundations, corporations and individuals as well as mechanisms for funding support via contracts, agreements, partnerships, fee for service, grants and individual support.

Be a champion of youth and families and an ethical, transparent leader who will retain, engage and develop staff and possesses a preponderance of the attributes outlined in this search document.

Compensation

The anticipated hiring range for this position will be \$95,000- \$112,000 ultimately commensurate with experience.

Youth Service Bureau offers a comprehensive benefit package which includes medical, dental, short and long-term disability and life insurance and a 403b. YSB pays 75% of the monthly medical and dental and pays 100% of the short, long and life insurances. YSB matches up to 4% of the 403b after a year of employment.

Qualified candidates should send a cover letter that specifically addresses how they fit the attributes for the position and the focus for the organization along with their resume to: Patricia Wilder at searchwilder@gmail.com. Questions can also be directed to this email. Initial review of applications will begin on October 1, 2020.