



Arizona Youth Partnership

**Strategic Plan 2023-2027**



**T**ogether **E**veryone **A**chieves **M**ore



**We build solid foundations for youth and families by partnering with Arizona communities to provide youth services, prevention programs and health education related to substance use, homelessness, human trafficking, mental health wellness, teen pregnancy, and challenging family dynamics.**

# Executive Summary

By way of background, Arizona Youth Partnership (AZYP), founded in 1990, is a recognized non-profit agency within the state of Arizona. The operating budget averages \$5 million annually with a fiscal year between July 1 and June 30. Agency funding is made up of over 30 grants that originate from the federal, state, and local levels. Private foundations and personal donations also contribute to AZYP's revenue income. AZYP employees between 65-75 staff across 12 physical locations made up of offices, schools, and shelters. In addition, the agency currently implements programs in 13 of Arizona's 15 counties. Programming is delivered using evidence-based curriculum across 4 divisions:

- Youth and Family (teen pregnancy, healthy relationships, strong families, and dating violence prevention)
- Youth Services (homeless shelters, trafficking prevention/awareness, street outreach and transitional living)
- Youth Wellness (Youth Mental Health First Aid, physical and emotional health, and the initiative Help & Hope for YOUTH)
- Community Initiatives (drug, alcohol tobacco prevention/awareness and the summer youth leadership conferences).



## Our Values:

- **Trust**
- **Integrity**
- **Respect**
- **Strong Families**
- **Honesty**
- **Teamwork**
- **Personal Growth**
- **Community**
- **Professionalism**
- **Servant**



In 2022 AZYP, like many other non-profit agencies and organizations, found itself in a most unique position as it navigated through and exited the Covid-19 pandemic. The agency adapted to the realities of creative program implementation, a hybrid way of work with staff turnover challenges, the polarized political spectrum, and of course the never-ending battle that came with meeting the demand of grant funding requirements. During that time, the agency adjusted their senior leadership with a new Chief Executive Officer and engaged in the process to sunset a significant part of their education operations, by transitioning the Open Doors Community School to La Paloma Academy, an established charter school entity based in Tucson.

With an objective of looking to the future and establishing a new progressive Strategic Plan, AZYP implemented a yearlong internal analysis process to maintain their historical prevention foundation, while identifying their priorities and new opportunities. The process involved and engaged all levels of the agency to include both members of the staff and board of directors. It tied in surveys, small group interactions, goal setting and transparency. In the end, an updated mission statement and 15 Priority Pillars with over 45 specific goals were developed to create the agency's new strategic 5-year plan.



**AZYP: Together Everyone Achieves More**

# Our TEAM Priority Pillars



# 1

## New Program Development & Maintenance of Existing Programs

With a primary goal to serve ALL youth in Arizona, this priority pillar will focus on expanding AZYP's reach to serving youth starting at the age of 6 with new programs and initiatives, while also being intentional in delivering analysis, innovation, and maintenance to existing programs and curriculum. Specific emphasis will be placed on language linguistics and the conversion to Spanish of at least 3 programs during the first 3 years of the strategic plan.



# 2

## Outreach & Marketing

Traditionally AZYP has maintained a rural community approach when offering services and programs. However, to be truly statewide, the agency will expand their footprint to also explore and offer services to suburban and urban communities. Additionally, to support this effort, AZYP will refocus their marketing efforts to less printed marketing while expanding their social media platform, and their overall digital footprint. Finally, targeting and attending more in person events will be a priority along with refining the overall AZYP story/playbook for all stakeholders to share.

# 3

## Cross Division Positive Culture = TEAM AZYP

An agency's life blood is 100% tied to the individuals who make it happen. AZYP is no different. In an effort to break down barriers enhanced by previous culture and the pandemic, AZYP will place an emphasis on the "TEAM" to include an annual review of compensation/benefits and the staff handbook. Use of a holistic "TEAM" approach vs a top-down management only approach for the review will be emphasized in this area. In addition, AZYP will intentionally implement Diversity, Equity and Inclusion initiatives tied specifically to employee training, while also aligning individual staff goals with this strategic plan's goals. Finally, AZYP will hold an Annual Employee Recognition Day, starting in June of 2024.



# Our TEAM Priority Pillars



## 4

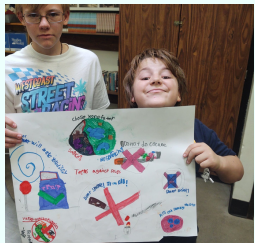
### External Relationships & Partnerships

With “partnership” as a key word in the agency’s name, AZYP will make a significant effort to expand and strengthen their relations with current and future partners by holding an annual report presentation at the annual meeting for all partners. In addition, AZYP will be intentional in developing a stronger relationship with Arizona’s Inter Tribal Council. Finally, in effort to streamline potential expansion, AZYP will develop a methodology for future absorption of other non-profit agencies and organizations where a merger could occur.

## 5

### New Revenue Development & Diversification

AZYP is diverse in their program offerings, locations, and staff. As such, the agency must be equally diverse moving through the 5 years of this plan by establishing several methods to develop revenue income. First, in 2024 AZYP will begin holding an annual state-wide special fundraising and awareness event. Second, a viable line of credit will be established to stabilize potential future cashflow issues that may arise in the event of an emergency. Third, the agency will target more significant individual private donations and establish at least 3 fee-for-service programs. Forth, AZYP will move to create a foundation for the future, by establishing a long-term endowment fund. Finally, the agency will continue to prioritize grant research, writing and submissions as the main source of income, however, the agency will make every effort possible to expand their general operations revenue margin from 15% to 25% by 2027.



## 6

### Physical Properties & AZYP’s Geographic Footprint

In 2023, AZYP was given the opportunity through the Arizona Department of Housing (ADOH) to establish a drop-in center for youth services to be developed in the Kingman area. As a result, AZYP will purchase, plan, and construct a multi-use facility that will meet the requirements of the ADOH funding and for the first time in the agency’s history, establish a significant real estate asset for AZYP. While at the same time, AZYP will conduct annual overall facilities review of all rental program and administrative locations, with a goal to assess needs and continued sustainability. Finally, AZYP will make an intentional push to implement new or additional services to the counties of Coconino and La Paz, while also engaging the Tribal Nations of Arizona with new opportunities for service.

# Our **TEAM** Priority Pillars



## 7

### Trend Adaptability (Adjusting to Current Youth Reality & Society)

AZYP will hold an annual “Emerging Trends in Youth Programs” seminar for all employees, board of directors and invited guests, starting in July of 2024. More importantly, identified trends and analysis will be specifically applied in crafting future priority pillars 10-15.

## 8

### Staff/Board Education & Professional Development

Staff/Board education and professional development will be a significant priority moving forward over the full 5 years of the plan. Emphasis will be placed toward onboarding, established and consistent professional development training, a robust internship program, annual employee reflections, and a new employee mentor group. Finally, AZYP will create an advisory board of past board members, honorary board members and staff/program alumni.

## 9

### Strategic Plan Extension & Development

Strategically positioned to be completed by December of 2025, AZYP will pause to study the current plan’s progress and adjust existing Priority Pillars as needed, while adding 5 new pillars that will focus on newly identified trends through the plan’s completion in 2027.



## 10-14

### Future To-Be-Determined Pillars for Years 2026-2027

These Priority Pillars have been intentionally left vacant until December of 2025. Refer to Priority Pillar 9 for details.



## 15

### Strategic Plan Development for Years 2027 and beyond

With the completion of Strategic Plan 2023-2027, AZYP will embark on their next plan cycle forming a new strategic plan committee in 2026 and debut the new plan by May of 2027.



**T**ogether **E**veryone **A**chieves **M**ore

**We thank you for  
your ongoing  
support of our  
programs**



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