



TWO FEATHERS NATIVE AMERICAN FAMILY SERVICES

2023 - 2025

STRATEGIC PLAN



**PUBLIC
EQUITY
GROUP**

PREPARED IN PARTNERSHIP WITH
PUBLIC EQUITY GROUP

ABOUT TWO FEATHERS NATIVE AMERICAN FAMILY SERVICES



WHO WE ARE

Two Feathers NAFS is a national leader in Native mental health advancement through a blend of innovative approaches that center community building and cultural affirmation to address long standing mental health challenges in Two Feathers' geographically isolated and economically challenged region.

With a team of over 30 professionals, Two Feathers has expanded its previous scope from crisis intervention to one that is asset based and provides counseling, cultural programs, leadership development, and community events and activities to improve the wellbeing and self-determination of Native American youth in Humboldt County.

THE PEOPLE BEHIND THIS PLAN

Our staff is a group of passionate individuals who show up everyday to fulfill our mission. In 2022, the agency grew to a staff size of 32 employees with 15 who are clinicians (47% of staff size), 9 (28%) who are in prevention/advocate roles providing direct services, and 8 (25%) who are in administrative or management roles. Our team is diverse with the majority of our employees (60%) identifying as Native American (including Alaska and Hawaiian Native).

To help develop the strategic plan, Two Feathers invited staff to join a Strategic Planning Team. These team members met several times to discuss and guide decisions on the different components of the strategic plan. Team members were Charlena Luna, Keoki Burbank, Rachel Fusi, Wakara Scott, and Zach Roberts, in addition to the Leadership team members.

LEADERSHIP



**DR. VIRGIL
MOOREHEAD**
EXECUTIVE DIRECTOR



KARA CLOWER
OPERATIONS
DIRECTOR



**JENNIFER
OLIPHANT**
CLINICAL DIRECTOR



SHAYLYNNE MASTEN
CULTURAL PROGRAMS
DIRECTOR

PROGRAM MANAGERS



KEOKI BURBANK
LEADERSHIP
DEVELOPMENT



LIVEY AMPUDIA
CLINICAL



AMY MATHIESON
LEADERSHIP
DEVELOPMENT



MISTY CASE
GRANTS AND
ADMINISTRATION

VISION FOR THE FUTURE

At Two Feathers, we envision a world filled with love and in balance within ourselves and with all of creation for generations to come. We believe this can be made possible if Native American youth and their families are empowered to achieve their full potential through culturally-affirming mental health programs. Starting with our home first, our focus is on Humboldt County, California.

The team at Two Feathers emphasize building and nurturing relationships with each other, youth and families, and community members. We value differences in class, ethnicity, gender, sexual orientation, and other identities which are

at the heart of our commitment to advancing equity and justice. Positive relationships are our highest priority.

We are a group of people committed to centering the profound teachings of local Native people in our programs and in our way of living. We view challenges as opportunities to adapt and innovate toward excellence while we are continuously learning and growing. Everyday we welcome joy and laughter while having fun and connecting with others.

VALUES

- Creating communities of kinship
- Honoring Native teachings
- Uplifting diverse cultures
- Aspiring to continual learning
- Welcoming joy and laughter



STRATEGIC GOALS

CORE SET OF STRATEGIC GOALS FOR THE NEXT 3-5 YEARS TO ENSURE IT CONTINUES TO MEET THE NEEDS OF NATIVE YOUTH AND FAMILIES

Goal 1

Through Two Feathers' programming, help 300+ Native young people progress toward greater resiliency, cultural connection, and self-determination; train 30 Native leaders and 25 allies; and reach 1,000 local community members.

Goal 2

Capture, evaluate, and share Two Feathers' lessons in order to influence mental health and social services practices, investment, and more.

Goal 3

Strengthen staff training, support, and accountability, drawing from sector-wide best practices and from trauma-informed client service provision.

Goal 4

Develop scalable and sustainable organizational infrastructure, including financial and operational systems, structures, and practices to support successful programming.

To achieve these goals, Two Feathers will add 20 staff over the next three years and Two Feathers' budget will grow from \$4.2 million to \$5.6 million.



CORE PROGRAMS & EVALUATION

THIS SECTION INCLUDES THE CORE PROGRAMS AND METHODS WHICH WILL EVALUATE THE PROGRESS IN ACHIEVING DESIRED OUTCOMES.

| PROGRAM | OUTCOMES | MEASURES |
|--|---|---|
| CHEKWS CLINICAL PROGRAM | <ul style="list-style-type: none"> • 8-9 years: stronger family attachment; youth are better supported and more resilient • 10-18 years: build trust and intimacy with others, show improved crisis management • 19-25 years: lower risk taking; develop increased life skills and improved health | <ul style="list-style-type: none"> • Interviews • Surveys • Focus groups • Observation • Client tracking • Review of case plans |
| ACORN CULTURAL PROGRAM | <p>8 to 19 years</p> <ul style="list-style-type: none"> • Increased resiliency; decreased developmental trauma symptoms • Improved relationships • Increased sense of hope • Increased ability to work toward community change | <ul style="list-style-type: none"> • Interviews • Surveys • Focus groups • Observation • Client tracking • Cultural Connectedness scale • Youth resilience measure • Cultural values survey |
| LEADERSHIP DEVELOPMENT AND ADVOCACY PROGRAM | <p>14 to 24 years</p> <ul style="list-style-type: none"> • Improved leadership and work skills, connections, wellness • Increased access to work opportunities | <ul style="list-style-type: none"> • Interviews • Surveys • Focus groups • Observation • Client tracking • Participant evaluation surveys • Exit interviews |
| COMMUNITY BUILDING ACTIVITIES AND EVENTS | <p>For all</p> <ul style="list-style-type: none"> • Increased Native representation, visibility, countering indigenous erasure and negative stereotypes • Improve community, participant, and staff morale and pride • High community and partner engagement, increased community relationships with TF • Referrals into TF programs • Increased TF's reputation and profile | <ul style="list-style-type: none"> • Perception interviews, focus groups, surveys • Event participation tracking • Referrals to TF services • Social media engagement • Partner engagement |



Photo by: Marlene' Dusek

Because of its focus on direct services, Two Feathers has historically relied on external evaluators to measure program success. Going forward, Two Feathers aims to expand its capacity in data collection and program assessment, to measure the effectiveness of its services in an ongoing way. This will allow Two Feathers to build and iterate its program model, and expand its impact by sharing findings with other organizations interested in drawing from their lessons to improve their effectiveness with Native youth.

Two Feathers will measure individual outcomes for clients as well as community impact. Measures may include interviews, surveys, focus groups, observation, client tracking, review of case plans, attendance and participation, social media engagement, and referrals to services.

**WE SHALL CONDUCT
EVALUATION ACTIVITIES TO
MEASURE THE DIFFERENCE
WE ARE MAKING BY
FULFILLING OUR MISSION.**



TWO FEATHERS NATIVE AMERICAN FAMILY SERVICES

Since its inception in 1998, Two Feathers has led the way in providing innovative mental health services, meeting the needs of Native American youth and families in Humboldt County, and has become a model to follow for other organizations serving Native American youth.

Over the next 3-5 years, Two Feathers seeks to help 300+ Native young people in Humboldt County progress toward greater resiliency, cultural connection, and self-determination by providing innovative mental health, cultural, and leadership development programs.

By investing in efforts to expand Two Feathers' organizational capacity to match its growth, and clarifying its model to better track results and share with the wider public, Two Feathers will be positioned for greater sustainability and impact for the foreseeable future. This will allow staff to be better supported and continue delivering the quality programs they have become so well known for, continue to meet acute mental health needs in the community, and reframe the organization's vision from one focused on crisis intervention to one centered on greater wellness and self-determination at the individual level, and the development of more Native leaders, better systems, and greater joy and cultural pride at the community level.

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Cover Photo by: Marlene' Dusek