

Strategic Plan

January 2017 to December 2020

Street Smart Youth Project, Inc.



Facilitating transitions to healthy, productive, and self-sufficient lives

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Street Smart Youth Project, Inc. (SSYP)

www.streetsmartyouthproject.org

I. Introduction

Need for a Strategic Plan

After using an internally developed strategic priorities to guide the organization for several years, Street Smart's Board of Directors determined that it was the right time for the organization to reassess its priorities and develop a new three-year strategic plan. Having accomplished a great deal of programmatic success over the last few years, Street Smart Youth Project, Inc. (SSYP) wanted to develop a plan that helped to strengthen the organization's resource development strategy and to chart out a more focused and impactful agenda of work.

How the Plan was Developed

After considering the pros and cons of utilizing an external consultant, the Board decided to contract with an external firm, Advantage Consulting, LLC, to assist in planning and developing its FY 2017-2019 strategic plan. Mr. Khurram "Ko" Hassan, MPH, served as the lead consultant on the project. The Board designated its chair, Cornelius Gadson, to work with its Executive Director, Dr. Monique Terrell, to oversee its strategic planning efforts. The following were the key milestones in the planning process:

- Hire a consultant to help initiate the planning process
- Prepare and conduct stakeholder surveys
- Prepare an environmental scan
- Conduct a board member retreat to develop and approve strategic/impactful goals, objectives, activities
- Develop and implement a dissemination plan (identifies which stakeholders receive how much information about the plan and when should they receive it)
- Staff develops and obtains approval for the first year's operational plan
- Implement and monitor the first year's plan

II. Strategic Planning Data

Environmental Scan

Most youth are healthy, physically and emotionally, yet one in every four to five youth in the general population meet criteria for a lifetime mental disorder that is associated with severe role impairment and/or distress (11.2 percent with mood disorders, 8.3 percent with anxiety disorders, and 9.6 percent behavior disorders). A national and international literature review found that an average of 17 percent of young people experience an emotional, mental, or behavioral disorder. Substance abuse or dependence was the most commonly diagnosed group for young people, followed by anxiety disorders, depressive disorders, and attention deficit hyperactivity. <http://youth.gov/youth-topics/youth-mental-health/prevalance-mental-health-disorders-among-youth>

In 2014, youth aged 13 to 24 accounted for an estimated 22% of all new HIV diagnoses in the United States. Young black/African American and Hispanic/Latino gay and bisexual males are especially affected. Youth with HIV are the least likely out of any age group to be linked to care. <http://www.cdc.gov/hiv/group/age/youth/>

Youth from low-income families are vulnerable to poor outcomes as adults, as these youth often lack the resources and opportunities found to lead to better outcomes. <https://aspe.hhs.gov/basic-report/vulnerable-youth-and-transition-adulthood-youth-low-income-families>.

- Youth from low-income families engage in more risk behaviors during adolescence (3.5 mean cumulative risks) than youth from middle-income (3.2 mean cumulative risks) and high-income (2.9 mean cumulative risks) families.
- Youth from low-income families are more likely than youth from middle- and high-income families to have sex before age 16, become a member of a gang, attack someone or get into a fight, steal something worth more than 50 dollars, and ever run away. However, youth from low-income families are not more likely than youth from middle- and high-income families to use alcohol and marijuana, sell illegal drugs, or destroy property.
- Seven percent of young women from low-income families have a child by age 18, while only 2 percent of females from middle-income families and 1 percent of females from high-income families have a birth by this age.
- Nearly a third of youth from low-income families (29 percent) fail to earn high school diplomas, approximately three times greater than the percentage of youth from middle-income families (10 percent) and roughly six times greater than the percentage of youth from high-income families (5 percent).
- Only one in ten youth from low-income families (10 percent) go on to graduate from a four-year college, compared with over a quarter (28 percent) of youth from middle-income families and half (50 percent) of youth from high-income families.

- One in five youth from low-income families (20 percent) are charged with an adult crime by the age of 24, which is higher than the number of youth from middle- and high-income families (16 and 12 percent, respectively).
- Less than half of youth from low-income families (44 percent) remain consistently-connected to school and/or the labor market between ages 18 and 24, a lower share than among youth from middle- and high-income families (67 and 75 percent, respectively).
- Roughly 1 in 5 youth from low-income families (18 percent) never connect (making extremely short, or no connections to school and/or the labor market between ages 18 and 24), while only 1 in 50 youth from high-income families (2 percent) fall into this category.

Street Smart Youth Project Inc. Programs

The mission of SSYP is to actively engage minority youth and young adults in structured, community-based programs in order to prepare and empower them to create healthy and independent lives as adults. We endeavor to remove boundaries through health and wellness, education and experiential enrichment activities.

- Evidenced- based curricula program delivery- Public Health Prevention Education
- Vocational and experiential learning- Internships
- Community development and outreach- Environmental Strategies and Awareness Campaigns
- Out of school time youth development programming- Mentoring and Youth Development / Drop-in services

SSYP programs focus on building resiliency and place a special emphasis on prevention regarding delinquent and criminal behavior, alcohol and substance abuse, and HIV awareness and prevention. We offer, free, evidenced- based on site programming. Both youth and adults participate in weekly group sessions conducted by trained facilitators to address these critical issues.

Current Financial Resources, SSYP:

- Department of Behavioral Health and Developmental Disabilities- Early Intervention HIV Services
- Georgia Department of Behavioral Health & Developmental Disabilities- Office of Behavioral Health Prevention- Alcohol Prevention Program
- Arthur M. Blank Family Foundation

Corporate Sponsors

- No Mas Cantina
- Pepsi

Other Youth Serving Development and Prevention Organizations

<u>Organization Name</u>	<u>Purpose of Organization</u>	<u>Services Provided</u>	<u>Funders and Sponsors</u>	<u>Location</u>
1. AVPRIDE http://avpride.org/	AVPRIDE seeks to expand its capacity to serve students and their families, while addressing issues of academic achievement, healthy behavior choices, and post-secondary opportunities.	-Alcohol Prevention Project -Afterschool Enrichment Program -Career Exploration Program (CEP) -AVPRIDE Leaders in Training (LIT) -(Fayette Youth Leaders PRIDE)	-Georgia Department of Health & Developmental Disabilities (DBHDD) -United Way	101 Devant Street, Suite #502 Fayetteville, GA 30214 Phone: 770-716-2797
2. World Youth Served, Inc. http://www.wys-inc.org/	Programs will be geared toward supporting youth on the international stage with projects in resource and infrastructure development, education, and international sports awareness	-Education/Mentoring (provide disadvantaged youth in the metro and greater Atlanta areas the resources needed to excel educationally) -Sports Development (support talented youth in the pursuit of competing at the elite level in their sport) -Community Support	Called to ask about funders, but no one answered the phone and funders are not listed on the website Partners: -Novus Ortus Consulting, LLC -Shaping Haiti's Youth, Inc. -Atlanta MathPlus Educational Services, LLC -Unofficial Liverpool FC Fan Club	2870 Peachtree Road, Suite 253 Atlanta, GA 30305 Phone: 800-961-6758
3. Youth Enhancement Service http://www.yesgeorgia.org/	Our mission is to develop and implement alternative education solutions, effective programs and practical action strategies for disconnected youth and their families.	-GED & Academic Tutorials -YES Empowerment (Character Development and Life Skills) -Post-Secondary Options -Workforce Readiness – 3-6-9 WorkReady	-CMB Enterprises -United Way of Greater Atlanta -Archer Western Contractors -Gil-Mart, LLC. -Warehouse Cubed -Wells Fargo -Charles & Shelia Walker -Colin Meadows -The Beck Group -Gannett Foundation -Giovonni Di Palma	100 Edgewood Ave Ste.1030 Atlanta, GA 30303 Phone: 404-215-7898

			<ul style="list-style-type: none"> -Greystone Power Foundation, Inc -King and Spalding, LLP -Northwestern Mutual -Tavern at Phipps Plaza -Trevelino/Keller Communication Group -Atlanta Peach Movers -Babakul -Cecil Bernard -Chick-fil-A at - Cumberland Mall -Goodwater Productions - Madkin Kelly Memory Wedge, LLC -Stephanie Richardson -Tavern at Phipps Plaza - Trophy Trends -William CJ 	
<p>4. Every Child Matters, Inc.</p> <p>http://www.ecm-i.org/</p>	<p>A non-profit that provides disadvantaged children in the East Lake, Kirkwod, and Edgewood areas of Atlanta with free support in the form of parenting workshops, legal solutions, financial literacy, after school programs, and child-oriented health programs to break the cycle of generational poverty.</p>	<ul style="list-style-type: none"> -After School Programs -Parenting Workshops -Health Programs 	<p>No funders listed on the website and nobody answered the phone</p>	<p>Phone: 770-315-1506</p>
<p>5. Hands on Atlanta</p> <p>http://www.handsonatlanta.org/</p>	<p>Hands On Atlanta is tackling Atlanta's most pressing needs and serving Atlanta's most vulnerable communities. Through Hands On Atlanta programming, we provide focused impact in the areas of Youth Development, Education, and Family Support &</p>	<ul style="list-style-type: none"> -Civic Leadership Program -Discovery Program -Family Service Saturdays -Meals 4 Kids -Parent U -Teen Service Saturdays -Teen TeamWorks -TeamWorks! -Youth Action Council -Tutor Fellows Program 	<ul style="list-style-type: none"> -HandsOn Connect -HandsOn Network -Constellation -Mercedes-Benz -The Home Depot -Delta -The CocaCola Company -Kaiser -UPS 	<p>600 Means Street NW, Suite 100, Atlanta, GA 30318</p> <p>Phone: 404-979-2800</p>

	Self-Sufficiency.			
<p>6. Someone Cares, Inc.</p> <p>http://www.someonecaresatl.org/</p>	<p>A nonprofit HIV/AIDS Outreach Organization providing holistic support and interventions to the LGBTQ, and underserved, marginalized, homeless populations. It is the largest Transgender service organization in the southeastern United States</p>	<ul style="list-style-type: none"> -Trans Outreach Program -HYPE program (a young MSM outreach program targeting men between 13-24 in Georgia. Delivers cutting-edge and unique prevention methods to decrease HIV/STI rates) -REACH program -Mental Health Program -Street Life Program -Latino MSN/Trans Outreach Program -Peers Empowered Together-HIV Support Group -GED Program -Behavioral Interventions -Human Sex Trafficking & Prostitution Program & Services -Alternative Sentencing Addressing Prostitution Program (Offers linkage to alcohol and drug educational programs for adults and youth) 	<ul style="list-style-type: none"> -Department of Public Health -MedShare -Merck -PharmBlue -Trans Justice Funding Project -Wells Fargo -Janssen -Viiv Healthcare -NN/LM -Georgia Volunteer -The Armorettes Atlanta 	<p>Garnett Station Place 236 Forsyth St. SW, Ste 204 Atlanta, GA 30303</p> <p>Phone: 470-355-0256</p>
<p>7. LOST-N-FOUND YOUTH</p> <p>http://lnfy.org/</p>	<p>Assists homeless youth from 13 – 25 in stabilizing their lives, including preparing them for permanent housing and stable employment. In addition, LNFY is Atlanta’s leading non-profit with the specialized expertise on and dedication to the needs of LGBTQ homeless youth and we take a special</p>	<ul style="list-style-type: none"> -24/7 phone, texts, and email response -Emergency and transitional housing -Emergency clothing and food for youth on the street -Mental health evaluations and counseling -Referrals to HIV/STD testing, health and dental services -Assistance for lost or stolen birth 	<ul style="list-style-type: none"> -Members AutoChoice -The East Point Possums -WISH Foundation Fund of The Community Foundation for -Greater Atlanta -The Estate of Ralph Chinn -The Community Foundation for Greater Atlanta -League at AT&T -Jesse Peel -Robert and Polly Dunn Foundation 	<p>2585 Chantilly Dr NE, Atlanta, GA 30324</p> <p>Phone: 678-856-7824</p>

	responsibility to ensuring their well-being.	certificates, driver's licenses or state ID cards -Referrals to GED training/testing and other education resources -Resume writing/editing and interview skills training	-Spruill-Williams Family Fund of The Community Foundation for -Greater Atlanta -AT&T Employee Giving Campaign -Fidelity Charitable Gift Fund -Sam Harp -Richard Perera -Southern Bears -St. Luke's Episcopal Church -SunTrust United Way Campaign -Twisted -Mikel Wilson	
8. Wilderness Works http://www.wildernessworks.org/	Provides at-risk children a place to find caring adults and fun activities.	-City Camp (weeklong activities during the school year) -Take a Swing (tennis service program which serves children) -Pedal and Paddle (bicycling and canoeing) -Kids to Camp (summer camp programs) -Wild and Water (Emory University swimming program) -Literacy Adventure Mentoring Project (mentoring for success)	-Bell Oaks -Camp Bob -Take a Swing, Inc. -Church of the Holy Comforter -National Credit Systems, Inc. -Camp Evergreen -Xerox -Northside United Methodist Church -WONDER root -Associated Credit Union Foundation -variety -Glisson -King of Pops	644 Memorial Drive, SE Atlanta, GA 30312 Phone: 404-441-1087
9. Georgia Council on Substance Abuse (GCSA) http://gasubstanceabuse.org/	To reduce the impact of substance use in Georgia's communities through education, advocacy and training	-Providing and disseminating education and training relevant to the addiction recovery field, and acting as a clearinghouse of information on substance abuse prevention, treatment and recovery-oriented systems of care -CARES	-GAPSTA	100 Edgewood Ave., Suite 1005 Atlanta, GA 30303 Phone: (404) 523-3440

<p>10. Operation P.E.A.C.E.</p> <p>http://www.operationpeace.org/</p>	<p>To develop the community by supporting and empowering families to be economically self-sufficient; nurturing academic excellence and teaching life skills to youth; and encouraging seniors to be active and remain a vital part of the community</p>	<p>-After-School Program (M-F 2:30-6pm provides safe out-of-school care that keeps children focused on academics and structures enrichment activities during peak hours when children are known to be involved in high-risk behavior, students are offered yoga on Wednesdays, “fun Fridays” with arts and crafts, games, movies, etc., a snack, dinner, and transportation home</p>	<p>-Wingate -Fulton County Human Services -United Way</p>	<p>Administrative Offices 537 Boulevard, N.E. Atlanta, GA 30308 Phone: 404-347-4040</p>
<p>11. Covenant House</p> <p>https://www.covenanthouse.org/</p>	<p>-Protect the rights of young people, to fight for these rights, to speak for those who have no voice of their own. (Homeless Youth)</p>	<p>-Outreach -Crisis Care -Rights of Passage -Get Help -Street and Van Outreach -A Continuum of Care -Mother and Child -Healthcare -Pastoral Ministry -Job Training -Education -Casa Alianza</p>	<p>-Guidestar -Best of America -Charity Navigator</p>	<p>1559 Johnson Rd Nw, Atlanta, GA 30318 Phone: (404) 589-0163</p>
<p>12. Youth Experiencing Success Atlanta</p> <p>http://www.yesatlanta.org/revamp2.php</p>	<p>Seeks to give at-risk teenagers a chance to experience personal success through voluntary programs. Goals are to increase academic skills and performance, reduce self-defeating behaviors, increase self-esteem, raise graduation rates, improve relationships with all around them</p>	<p>-Rising Star -The Youth Intensive</p>	<p>-Atlanta Braves Foundation -The Rich Foundation -NAIOP -Gas South -Sweet Water Brewing Company -First Data -TIGHTCO -PWC -Numerex -Jones Lang LaSalle -Big Ten Pub Crawl -The Susan and Elihu Rose Foundation -Battery Center -AT&T -Walmart</p>	<p>395 Pryor St, SW Atlanta, GA 30312 Phone: 678-467-4743</p>

			-YP -Unitarian Universalist	
13. StandUp For Kids http://www.standupforkids.org/	-Provide homeless youth the assistance, training and resources to make a successful re-integration into society	-Street Outreach -Outreach/Drop in Centers -Mentoring Program -Apartment Support	-Turner Broadcasting System, Inc. -Green Rope -Network For Good -McMaster-Carr Supply Co -The Robert Campeau Family Foundation -Claudia and Marcos Douer Charitable Fund -Vince Wesolowski -Paul & Barbara King -National Philanthropic Trust -John Sellon Charitable Residual Trust -Julian and Lois Brodsky -Charles Haeussler -Farheen sultana -Francie Shewmaker -Samantha Moore -Tara Teeter -Nick Nolan -Rosenbluth Family Foundation -Chelsea Lemmons -Sue Emara -Franco Salerno -Carrie Grin -Ryan Hatch -Colleen Ziegler -Alessandro Bonatti -Bruce Eigenberger -Charles Selin -Bunny Tharpe -Margaret and Robert Gibbons -Doug Meador -George Alcorn -Kevin Carroll -Laurie Follweiler -Nicole Spaur -Rohan Duggal -McKesson Foundation -Spinnaker Trust -Alexander Pino -Michael Dorn -Nancy Pechacek	StandUp For Kids 83 Walton Street Suite 500 Atlanta, Georgia 30303 Phone: 800.365.4KID

			-And many many individuals	
14. Georgia Sheriffs' Youth Homes http://www.georgia-sheriffsyouth.org/	Established to give our state's most at-risk children the love, safety, and stability needed to become mature, successful adults.	-Life Skills Training (learning to cook, clean, and money management) -Educational Support (daily academic tutoring, research training at the library, summer learning programs, college and vocational school scholarships) -Recreation (extra-curricular activities, camping, movies, etc.)	-Georgia Sheriffs' Association	3000 Hwy 42 N Stockbridge, GA 30281 Phone: 770-914-1076
15. AIDS Atlanta https://www.aidatlanta.org/home	Providing HIV/AIDS-related services, care, and education	-Clinical Care -Georgia AIDS and STI Information Line -PrEP -Behavioral Health -Case Management -Pharmacy -Housing	-Ameriprise Financial -Mitman, Reese, and Associates -Delta -Kroger -Aids Atlanta the Loop	1605 Peachtree Street NE, Atlanta, GA 30309-2955 Phone: (404) 870-7700
16. Future Foundation				
17. Raising Expectations				
18. Urban League				

SSYP Stakeholder Survey Results

Executive Summary

Stakeholders were asked to participate in a survey to help the SSYP's Board of Directors (BOD) evaluate the effectiveness of their current efforts and potential new strategies. The survey included questions about the effectiveness of SSYP's most recent programming and services.

Methodology

The survey forms were developed with input from the Executive Director (ED), and the Board. A preliminary draft of the survey was then sent to the ED and the Board, who were interviewed about suggestions for possible changes, additions, or deletions. Stakeholders were asked to

complete the online SurveyMonkey.com survey or interviewed by Morehouse School of Medicine interns or by Ko Hassan. The survey administrator checked returned surveys for missing information. Data analysis was completed using Excel.

Note: The results reported can only be considered the opinions of the survey participants. They cannot be generalized to represent the entire stakeholder population but it can provide some sense of their opinions.

Stakeholder Group: 20 Respondents

- Youth: 3
- Community Member: 4
- Partner Agency: 8
- Funder: 2
- SSYP Contract Staff: 3

Gender

F: 10
M: 10

Race

Asian: 1
White: 7
Black: 12
Ethnicity: All Non-Hispanic

Age

16-25: 3
26-35: 4
36-45: 7
46+: 6

STRENGTHS:

- Have trust of people served/Build a relationship: 7
- Fill the gap of boredom/keeps youth out of trouble: 6
- Provide high quality service crafted from evidence based practices/Organized: 5
- Knowledgeable/determined/passionate staff: 5
- “connecting the dots”: 1
- Generous to the neighborhood/Presence: 2
- Well-funded: 1
- Workshops (HIV, AIDS, Healthy Lifestyles training): 1

AREAS OF IMPROVEMENT:

- Finances/Fundraising: 4
- Opportunities to expand program to more youth/Marketing: 3

- Extend relationships beyond SSYP/Get parents involved (i.e. Calls home to check for behavioral issues/hire full-time parent involvement specialist): 2
- Stronger board/more dedicated, involved members: 1
- More decorations in drop center: 1
- BART education is too broad: 1
- More human resources: 1
- Mental Health Support/Anger Mgmt Resources: 1
- Better communication: 1
- Increase involvement with homeless youth: 1
- Training to keep improving staff skills/integrate tech: 1
- *No Comment/couldn't think of one: 5*

AREAS OF FOCUS

- Improve and Expand New Programming: 13/20
 - o *Youth (3) / Community Member (2) / Partner Agency (6), Contract Staff (2)*
- Improve Community's Involvement in Street Smart: 9/20
 - o *Youth (2) / Community Member (2) / Partner (3) / Funder (1) / Contract (1)*
- Improve Fundraising Strategies: 9/20
 - o *Youth (2) / Community (1) / Partner (3) / Funder (1) / Contract (3)*
- Improve Marketing Strategy: 7/20
 - o *Youth (2), Community Member (3) / Partner (2)*
- Improve Advocacy and Policy Work: 5/20
 - o *Community Member (2) / Partner (3)*
- Improve Board Size and Capacity: 2/20
 - o *Funder (1) / Partner (1)*
- *Other: 0*

OTHER PRIORITIES

- Work in new locations/Expand Program: 4
- Increase Capacity: 1
- Work with local police chapters/business leaders/Hospitals/CDC to educate/employ youth: 3
- Marketing: 1
- Improve fundraising: 1
- *No comment: 8*

SSYP SWOT Analysis

III. Organizational Mission

Who We Are

Street Smart began in 2003 as a SAMSHA funded drop-in program of the Georgia Council on Substance Abuse. The program began by delivering youth and young adult services to the high-risk neighborhood of English Avenue. In 2008, the program was restructured and incorporated as Street Smart Youth Project, Inc. an independent 501(c)3 community based organization, offering expanded youth development services, community outreach, and academic programming.

Mission Statement

To actively engage minority youth in structured, community-based programs in order to involve, prepare and empower them for growth and healthy living as adults, with an emphasis on prevention regarding delinquency, substance abuse, and HIV.

IV. Goals, Objectives, Strategies

Goals: Breaks down broad mission into individual elements

Objectives: Even more specific than goals, more concrete and measurable with deadlines

Activities: Specific actions that will help to achieve the objective and ultimately the goal

Creating a Focus to Make Impact!

To create the focus and exciting ideas that would help SSYP address the gaps in its work, the facilitator asked the board to go through an 'Impact Planning Exercise' which inspired the board to generate a 'Single Driving Measure'. This focused idea would help make SSYP's plan more strategic and more results oriented goals/objectives instead of developing yet another set of tasks that were not connected or meaningful to its members. The results of the impact planning exercise can be found as Attachment A. The 'Single Driving Measure' and the target population for the measure are:

SSYP Single Driving Measure:

Increase access to programs and services for under-resourced minority youth and young adults which promotes increased protective factors and decreased risk factors thereby facilitating healthy transitions to adulthood.

- Quantitative: Number served, number improved measured by pre/post surveys
- Qualitative: Impact as reported by stakeholders

Goals Based on New Focus

1. ***Goal:*** Street Smart will increase the current quantitative and qualitative programming components.

- a. ***Objective:*** Increase the number of youth receiving health education

Activities:

- i. Expand Partnerships with CBOs and schools
- ii. Increase advocacy in policy development for health education to be prioritized
- iii. Improve recruitment and retention of high quality facilitators
- iv. Expand marketing and recruitment of youth
- v. Expand engagement and incentivized activities

- b. ***Objective:*** Identify and implement a replicable evidence-based mentoring program

Activities:

- i. Research most effective national models for mentoring programs
- ii. Increase pool of qualified mentors
- iii. Adopt a rigorous training method

- iv. Secure dedicated funding for mentoring program
- c. **Objective:** Improve vocational readiness skills and expand Job Placement opportunities

Activities

- i. Increase partnerships with job placement sites (also a potential funding opportunity)
- ii. Increase staff capacity so by adding dedicated vocational readiness job placement that we have a specific staff person responsible for job vocation readiness/job placement
- iii. Expand additional vocational readiness programs
- iv. Secure dedicated vocational readiness/job placement funding
- v. Utilize most effective tools for vocational readiness
- vi. Create more opportunities for program participants to eventually become a paid SSYP staff person

- d. **Objective:** Improve the amount of exposure opportunities

Activities

- i. Partner with community resources that would allow for exposure
- ii. Secure Funding for increased transportation capacity
- iii. Increase number of youth participation in exposure activities

- e. **Objective:** Increase outreach activities to the communities we serve

Activities

- i. Increase the outreach sites and the dosage of services conducted
- ii. Expand outreach staff capacity

- f. **Objective:** Increase the availability of Mental Health and Wellness (MH&W) services for our youth

Activities

- i. Hire dedicated mental health and wellness staff
- ii. Enhance creativity of programming
- iii. Develop ways to destigmatize utilization of use of MH&W services
- iv. Train staff on how to identify MH&W needs and connect youth/community to appropriate resources

- g. **Objective:** Create long term case management programming for the youth that we serve

Activities

- i. Secure funding for dedicated case management staff

- h. **Objective:** Provide quality training for all internal and external programs

Activities

- i. Create program specific training plans
- ii. Increase participation in external training opportunities
- iii. Increase opportunities to train community members and agencies

- i. **Objective:** Enhance environmental strategies in the communities that we serve

Activities

- i. Increase partnerships with stakeholders

- ii. Identify and utilize the most culturally competent strategies for the communities we serve
 - iii. Increase board engagement in advocacy and policy work

- 2. **Goal:** SSYP will increase the level and diversity of funding/resources.
 - a. **Objective:** Increase unrestricted funding
 - Activities:**
 - i. Identify and apply for operational funding
 - ii. Increase the number of general fundraising campaigns
 - iii. Increase participation/proceeds in annual giving campaign
 - iv. Create an annual signature event
 - v. Monetize the items that we create

- 3. **Goal:** Street Smart will enhance board effectiveness by improving its diversity and fundraising activities
 - a. **Objective:** Increase the number and diversity of board members
 - Activities**
 - i. Continue to participate in VIP and other board recruitment opportunities
 - ii. Continue to improve and strengthen existing board to attract competitive candidates
 - iii. Leverage personal board networks to recruit potential candidates
 - iv. Target funding opportunities which also include potential for organizational personnel to serve as resources/support to current SSYP board members (i.e. conditional board member)
 - b. **Objective:** Enhance board development opportunities
 - Activities**
 - i. Conduct annual assessment to identify needs and improvement
 - ii. Identify and apply for funding for board development
 - iii. Identify additional resources for board development
 - c. **Objective:** Enhance board fundraising activities
 - Activities**
 - i. Improve individual board member contribution
 - ii. Attend networking events to develop potential donors/sponsors
 - iii. Each board-member to develop and lead fundraising campaign

V. 2017 Annual Operational Plan

For each goal's objectives and activities, provide the following items:

- Details (with dates) – a list of the key tasks or steps for implementing the strategy
- Responsibility – the person or group responsible for achievement of the strategy
- Resources – include people, funds, equipment, and physical space
- Target Start and End Dates – the month/year a strategy is planned to begin and end
- Measure – the method by which achievement of the strategy will be determined

Group draft annual plan for how much of the strategic plan's goals will be completed within the first fiscal year. The board will provide input and final approval.

ATTACHMENTS

Attachment A: Impact Planning Exercise

Developing a Focus for Impact

1 Success

Board members brainstormed and prioritized which area of work was the most important for SSYP to focus on for the next three years. Based on the results, the board determined what the focused ‘single driving measure’ should be.

Measure

- 1. Dedicated facilities
- 2. Increase in # of youth engaged in program
- 3. Increase in parental involvement
- 4. Strong strategic partnerships (agencies, CBOs)
- 5. Long term commitment with APS
- 6. Decrease in HIV infection for youth/young adults we serve
- 7. Increase in success stories for youth (kids we have retained over 8 years)
- 8. Decrease in access to substances by youth (ATOD)
- 9. Increase in youth access to treatment
- 10. Increase in readers of website
- 11. Decrease in competition over youth between programming
- 12. Increase in leadership in organization
- 13. Have more succession planning
- 14. Increase line staff
- 15. Increase in diversity of funding
- 16. Increase # of AA youth who achieve independence and are engaged in alternative programs

2 Single Driving Measure

Based on the ‘what would success look like’ brainstorming in Step 1, the board used the ideas with the most votes to determine what should be the focus of SSYP to take its work to the ‘next level’. The measure below and who its focus will be are provided below.

Increase access to programs and services for under-resourced minority youth and young adults which promotes increased protective factors and decreased risk factors thereby facilitating healthy transitions to adulthood.