



**TeenNow California
Five-Year strategic Plan
2011 – 2016**

Strengths, Weaknesses, Opportunities and Threats

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Only organization devoted primarily to Pregnant and Parenting Teens, supporting those who support them • TNC conferences are held in high esteem throughout California • Dedicated Board of Directors, open to change and innovation. • TNC has history and credibility in the TPP field • Has been a strong advocate for TPP efforts in California • E-blasts- a closer and more immediate resources for members • Personal relationships with stakeholders • Board members are approachable and local • Connection to State Personnel (ie. OFP, Office of Education) • Ability to Share Resources 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Scarcity of money and time • Board members stretched too thin • Board/staff communication and feedback • Engaging members • Board not diverse enough - finance, fund raising, media, etc. • Low visibility outside of the field • No representation from OFP, ETR, PP, Cal-SAFE • Many Board members not active • Not many benefits for members • No strong political ties • little time/focus on big fundraising • uneven across regions -- membership, regional coordinators, and local networking • Lack of follow through between meetings • No solid donors • Incomplete board (too many vacancies) • Lack of media coverage/publicity
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Collaboration with OFP, ETR and CAHC • Member discounts from outside training orgs. • Organizational and student memberships • Free tools for communication & collaboration • Outreach to new members of field • Utilizing Mass Evaluation to Report Findings • Clearinghouse for resources • "Developed" memberships • Fill the gap where there is loss of educational opportunities for members • 10.Health Reform Opportunities • 11.Online fundraising • 12.Presence in social networking sites • 13.Regionalized conferences/trainings • 14.Teleconferences & webinars with keynotes 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • FUNDING throughout the state • Priority shifts • Lack of innovation • Many similar groups provide similar and sometimes better opportunities • Larger/national organizations • Overshadowed by other causes that are not as stigmatized as TPP or teen parents • Not a direct service organization (harder to quantify results and justify need for funding because TNCA perceived as middleman) • The number of TPP professionals shrinking due to budget cuts

Vision

We are a California organization of passionate professionals, providers, and champions who persistently lead the way in adolescent sexual health with one voice and many strategies.

Mission Statement

TeenNow California increases the knowledge, skills, and resources of individuals concerned with preventing teen pregnancy, supporting young families, and promoting adolescent sexual health.

Values

The values governing TeenNow California's development will include the following:

- TeenNow California operates in accordance with the highest standards in all relationships with members, stakeholders, environment and the community.
- We foster a climate which encourages innovation and diligence amongst staff and reward accordingly.
- We believe that all young people have the right to medically accurate, proven effective sex education that includes information about both abstinence and contraception and STI prevention methods. We know that when young people are given accurate and sufficient information, they can make responsible and healthy choices for themselves.
- We believe that young people have the right to access reproductive health services in a confidential, respectful environment. No teen should be turned away from purchasing contraception or condoms, and no teen should be harassed regarding decisions they have made about their sexual and reproductive health. Clinical services should be confidential and low-to-no cost, and be offered in a culturally and linguistically appropriate manner.
- We believe that adolescents have the right to determine their own reproductive goals, and the right to receive full options counseling to help them decide how to handle an unplanned pregnancy.
- We acknowledge that youth who are lesbian, gay, bisexual, transgender, those who question their sexual orientation or gender identity, or those who are gender non-conforming, are at great risk for a number of dangerous or harmful situations or activities. Understanding of human sexuality is only complete and honest if it includes homosexuality and transgender issues; therefore, we urge parents and teachers to impart to children a non-judgmental understanding of LBGQT youth. Adults need to be able to relate sensitively to young persons who are having difficulty with the understanding of their sexuality.
- We believe that adolescents have the right to confidential services should they decide to receive reproductive health care of any kind. While we support communication with parents/caregivers as part as comprehensive health, we know that a significant amount of young people would be put at substantial risk if that confidentiality were broken, and we oppose any effort to revoke confidentiality for reproductive health-related services.

Business Objectives

Longer term business objectives of TeenNow California are summarized as:

- To expand funding sources to include a more diverse array, and to grow our organizational budget.

- To increase visibility among professionals in the field, community members, decision-makers and other stakeholders.
- To enhance programs and services to include more member benefits, additional program areas, and increased effectiveness.

Key Strategies

The following critical strategies will be pursued TeenNow California:

1. Expand fund development efforts to include a diverse array of funding sources.
2. Engage in intensive board development activities.
3. Increase our membership.
4. Offer more training and technical assistance in proven as well as innovative ways.
5. Create professional and leadership development opportunities for the field.
6. Broaden advocacy efforts and strengthen our advocacy infrastructure.
7. Expand programs and services to meet the needs of the field.
8. Seek new market segments/applications for products and services.

Major Goals

The following key targets will be achieved by TeenNow California over the next 5 years:

- Grow the organization budget to \$250,000 per year, through a diverse array of funding sources and fee for service programs.
- Increase our advocacy role to be more proactive and visible to our stakeholders and the community at large.
- Expand programs and services to include more leadership development opportunities
- Create a student program to encourage young people to enter the field of adolescent sexual health.
- Develop key partnerships with government and community organizations to advance our platform.
- Increase staff by at least two people to implement programs and services.

Strategic Action Programs

The following strategic action programs will be implemented:

1. Who should we serve?
 - a. Professionals concerned with adolescent sexual health
 - b. Future professionals concerned with adolescent sexual health
2. Our unique niche:
 - a. Train professionals to sustain their programs
 - b. Provide a voice in Sacramento
 - c. Be a neutral convener
 - d. Mentor future professionals with job information and professional development
 - e. Serve professionals working with teen parents
3. Strategic Planning Scenarios

Goals:

Fund Development

Goal: By the year 2016, we will have an operational budget of \$250,000

1. Grants

Strategy	Point Person	Due Date	Status
Identify and submit 12 grants per year	Dana and grant writer	By 9/30/11	
Obtain 2 grants per year to fund advocacy	Staff/Board	2011/ongoing	
20% of funding allocated to grant writing and research	Staff	2011	

2. Individual Donor Program

Strategy	Point Person	Due Date	Status
Promote and develop online giving programs throughout list-serve and other contacts	Dana, Board	January 2010	Done
Conduct an annual campaign (online and with phone calls)	Dana, board	June 2011	
Identify 50 potential donors	Staff, Board	March 2011	

3. Fee For Service

Strategy	Point Person	Due Date	Status
Explore and select 2 potential revenue sources	Dana, Board	December 2011	

Investments

4. Contracts

Strategy	Point Person	Due Date	Status
Partner with other organizations to obtain funding	Staff/Board	2011-2013	

5. Other

Strategy	Point Person	Due Date	Status
Form alliances with Greek and Service organizations	Jen, Brian	April 2011	

Organizational capacity

Goal: To ensure that the organization has the capacity to carry out our mission.

1. Staffing

Strategy	Point Person	Due Date	Status
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As allowable by funding, fill positions with qualified staff	Executive Director	As needed	
Create an intern program to supplement staff in: <ul style="list-style-type: none"> • Policy • Training • Board work • Professional development 	Staff	Ongoing	
Utilize contractors to undertake appropriate work, such as lobbying, grant writing, etc.	Staff	Ongoing	
Develop a realistic volunteer program and create the infrastructure to support it	Staff	Ongoing	

2. Marketing

Strategy	Point Person	Due Date	Status
Re-evaluate marketing plan	Staff	March 2011	
Solidify social media plan to include Twitter, Facebook, First Giving, web site, and blog	Staff	2010	Done
Enhance newsletter to include more original content, features	Staff	2010-2011	In progress
Expand media strategy to gain more coverage	Staff	2011	
Attend conferences as exhibitors and presenters	Board, Staff	2011	

3. Technology

Strategy	Point Person	Due Date	Status
Research and purchase or create a database to track donors, stakeholders, members and others	Staff	2011	
Streamline the web site	Staff	2011	
Find another web host	Staff	2011	

4. Evaluation

Strategy	Point Person	Due Date	Status
Create an agency-wide evaluation plan for: <ul style="list-style-type: none"> • Conference • Trainings • Advocacy work • Professional development 	Staff	2012	

Board Development

Goal: To expand and diversify the board, so that we have a minimum of 16 and maximum of 21 people on the board at all times, representing members of the field and outside professionals with needed expertise.

1. Fill Board Vacancies

Strategy	Point Person	Due Date	Status
Identify potential board members from members and others in the field	Jen, Dana, Board	April 2011	
Conduct one-on-one outreach	Jen	May 2011	
Seek out past/present Cal-SAFE people for board	Board	February 2011	
Solicit from those who got Federal funding and CCG	Board	2011	
Create materials for recruitment	Jen	February 2011	
Conduct outreach	Board, membership Director	2011	
Follow through with target	Board	June 2011	
Training and mentoring	Board	Ongoing	

2. Form committees

Strategy	Point Person	Due Date	Status
Create a Board Development committee <ul style="list-style-type: none"> • To consist of president, past president or president-elect, and at least three other members 	Dana, Board	2011	

Develop Policy Committee <ul style="list-style-type: none"> • Assign chair • Recruit members from board and general membership • Create action plan 	Dana, Brian	2011	
Develop Membership Committee <ul style="list-style-type: none"> • Chair is Director of Membership • Recruit members from board and general membership • Create action plan 	Jen	2011	
Develop Fund Development Committee <ul style="list-style-type: none"> • Assign chair • Recruit members from board and general membership • Create action plan 	Board, Dana	2011	
Strengthen Conference and Scholarship Committees <ul style="list-style-type: none"> • Chair is Past President for conference, assign chair for scholarship • Recruit members from board and general membership • Create action plan 	Stephanie, Board	2011	

3. Strengthen Regional Collaborative and Structure

Strategy	Point Person	Due Date	Status
Network with area programs	Board	2011	

Determine what collaborative exist and fill in gaps	Board/Staff	2011	
Collaborate with OFP on conference and trainings	Board/Staff	2011	
Develop regional workplan	Board/Staff	January 2011	

4. Recruit a diverse mix of expertise for the board

Strategy	Point Person	Due Date	Status
Determine gaps in expertise	Board	Early 2011	
Research board members from compatible organizations	Board/Staff	2011	
Create materials specific to outside professions	Board/Staff	2011	
Identify and reach out to potential members	Board/Staff	2011	
Follow through to reach targets	Board/Staff	2011	

Programs

Goal: To expand programs and services to further our mission and increase the sustainability of the organization.

Training/Technical Assistance

Targets:

- a. TeenNow California members
- b. New Federal grantees
- c. New PREP grantees
- d. New/returning CCG grantees
- e. Faith communities
- f. Youth-serving communities
- g. Other

1. Expand on-demand trainings and create web-based training system.

Strategy	Point Person	Due Date	Status
Recruit potential trainees	Board, Dana	January-September 2011	
Recruit potential trainers	Dana, intern	January-March 2011	
Create enhanced marketing materials for training	Dana	Jan 2011	

Market trainings in at least 3 different media outlets	Dana	March 2011	
Evaluate all trainings and use results for further promotion	Dana	2011	
Develop more online trainings/webinars	Staff/Board	2012	

Capacity Building

Targets:

Community-based agencies

Clinics

Faith-based organizations

School-based programs

Schools/Districts

Strategy	Point Person	Due Date	Status
Network with regional programs	Board	2011	
Determine what collaboratives exist and target them	Board/Staff	2011	
Where there are no collaborative, begin a conversation about starting one	Board/Staff	2011	
Create materials, trainings, programs for capacity-building	Dana, staff	2011	

Conference

Strategy	Point Person	Due Date	Status
Involve OFP, AFLP, Cal-SAFE and Cal-LEARN	Board/Staff	2011	
Promote to new grantees	Board/staff	2011	
Increase conference attendance to 350			
Expand list of targeted audience to include all TPP programs in the state, plus other adolescent health organizations	Staff, Board, Liaisons	January 2011	
Strengthen conference committee and include TNCA members and	Board/Staff	March 2011	

community			
Research the feasibility of moving conference to Spring	Board/Staff	2012	

Information Dissemination

Strategy	Point Person	Due Date	Status
Provide advertising opportunities to members and vendors on web site, newsletter, etc.	Staff	2011	
Solicit from those who got Federal funding and CCG	Board	2011	
Continue to develop social media, web site, newsletter	Staff	2011	

Advocacy

1. Recruit Policy Director for the Board by the end of 2010

Strategy	Point Person	Due Date	Status
Update Policy Director duty statement	Dana, Board	August 2010	Done
Create workplan and budget for the policy work and ensure adequate funding	Board, Dana	January 2011	
Identify potential members near Sacramento	Board	February 2011	
Recruit identified members and sign one on	Board	March 2011	
Train on duty statement and job requirements	Dana, Board	March 2011	

2. Increase Advocacy Capacity

Strategy	Point Person	Due Date	Status
Train interns and volunteers in advocacy	Staff	2011	
Investigate potential partners for lobbying and form relationships	ED	2011	
Establish a legislative liaison position	Board	2012	

3. Create a budget for advocacy efforts (to cover travel expenses for policy committee and staff, lobbyist)

Strategy	Point Person	Due Date	Status
Look into partnering with another group for lobbying	Dana	December 2010-March 2011	In progress
Dedicate a portion of the conference revenue to advocacy	Dana	Ongoing	
Dedicate 75% of membership dues to advocacy	Dana	Ongoing	
Create a donor campaign for advocacy	Dana, board	Ongoing	
Seek grants to pay for advocacy efforts	Dana	Ongoing	
Designate 5% of budget for advocacy	Staff	2011	

4. Respond to unexpected challenges

Strategy	Point Person	Due Date	Status
Track legislation through assembly and senate	Policy committee, intern	Ongoing	
Create policy briefs on issues	Policy committee, intern	Ongoing	
Liaise with other organizations to determine upcoming issues	Dana	Ongoing	
Have network ready to mobilize when necessary	Regional coordinators, board, staff	Ongoing	

Professional Development

1. Create mentoring program for new professionals

Strategy	Point Person	Due Date	Status
Create materials and processes for program	Dana	March 2011	
Recruit potential mentors from among current/previous (but long-standing) membership	Dana/Board	June 2011	
Train mentors on	Dana	July 2011	

expectations, processes			
Promote program among member and non-member programs to encourage participation	Dana/Board	April – July 2011	
Recruit potential mentees to program	Dana/Board	June 2011	
Train mentees on expectations/roles	Dana	July 2011	
Match mentors with mentees	Dana/staff	August 2011	
Monitor matches and collect evaluation data	Staff	Ongoing	
Disseminate preliminary findings	Staff	December 2011	

2. Create job referral system and processes

Strategy	Point Person	Due Date	Status
Set up system for soliciting/tracking job information	Staff	May 2011	
Promote the program through e-blast, web site, ads in other agency publications/list serves	Staff	July 2011	
Collect job opportunities and begin to publish	Staff	September 2011	
Track results, jobs attained, satisfaction on program	Staff	December 2011	

Board Assessment

What are we doing well?

- Provide support for each other spiritually, physically and emotionally
- Support and challenge each other
- Cohesive group that gets behind group decisions
- Good vision of where we want to go
- Creative
- Got the retreat right (balancing work and amenities)
- Board appreciation, reimbursement
- Visibility
- Very energized
- A caring board - not homogenous, but supportive of differences
- Connected to target population
- In the field—doing the work

What could be improved?

- Too many e-mails
 - Ideas: Discussion forum with polling function
 - Prioritize e-mails with code
 - Identify deadline for response
 - Board members commit to responding
- Personal accountability
 - Ideas: Create a regional coordinator workplan
- More board members who are committed
- Improve structure
 - Create workplans for Board development
 - Fund development
 - Membership development
 - Committees
- Meetings are too long
 - Need to be more engaging
 - More opportunities to participate
- Need Orientation to
 - Program
 - Board function
- Board buddy system