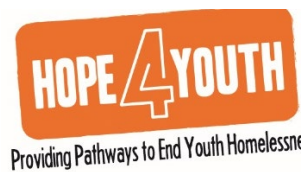


Strategic Plan 2021-2023



Mission: To provide pathways to end youth homelessness

Vision: All youth will feel safe, valued, and supported while reaching their full potential. This begins with meeting their basic needs and leads to giving them the tools to thrive.

Core Values guide our work. We are:

- Resourceful – We collaborate to maximize resources and evolve to meet the changing needs of our participants and the community.
- Accountable – We operate with integrity and are accountable to our youth, volunteers, community, donors, and employees.
- Inclusive – We respect and embrace differences as a strength, allowing people to bring their full, authentic selves to HOPE 4 Youth.
- Hopeful – We communicate and operate with optimism and believe in a bright future for the youth we serve and our community.
- Compassionate – We serve and work with empathy and understanding to create a judgment free environment.

2021-2023 Strategic Plan - Introduction

In 2012, HOPE 4 Youth began its important work of creating pathways to end youth homelessness in the north metro opening our doors in 2013. The organization grew rapidly out of a volunteer-led effort to affect change and improve the lives of these young people in our community. It is now the right time in the life cycle of the organization to build on our past experiences and to take the time to evaluate our service delivery, clarify our values and practices, deepen our impact, and strengthen our business practices. This will ensure that HOPE 4 Youth is best positioned as a sustainable organization that can fulfill our mission and make a positive impact on the young people and community we serve.

Each of the goals outlined in this strategic plan is focused on a specific aspect of HOPE 4 Youth's service delivery and organizational functioning. Taken together they will lay the groundwork for the next phase in the organization's life cycle resulting in effective service delivery and an environment that allows the agency, individual staff members, volunteers, and the youth we serve to work together focusing time, energy, and resources on the achievement of long-term stability for participants.

Strategic Goal 1: Deepen Our Impact through High Quality, High-Impact Programs and Services

Our goal is for every young person who arrives at HOPE 4 Youth's door to receive high-quality, client-centered services leading to long-term housing stability. We will focus in large part on our core programming, service delivery, and the ultimate well-being of our participants. We recognize that we can achieve more for the young people we serve by collaborating with and learning from partners and inspiring the community to take action. These priorities and initiatives include:

- Defining, maintaining, and strengthening our core programs and services by building on our experience and expertise, proven best practices, and continuous learning.
- Continuing to provide a range of services for young people experiencing homelessness and exploring the expansion of services not currently offered that could be provided as part of HOPE 4 Youth's continuum of care.
- Providing individualized pathways to youth for success through comprehensive and diverse programming, and one-on-one case management.
- Collaborating with community partners to augment our core services and leverage work that fulfills our mission.
- Evaluating and addressing current and future space and facility needs through a comprehensive study and analysis that will include location, accessibility, safety for youth/staff/visitors, floor plan, size, etc.
- Expanding and strengthening communication and outreach efforts to meet the needs of youth and ensure that we are reaching those in need of our services.
- Effectively and consistently measuring outcomes, defining program impact priorities, and continually evaluating program effectiveness to make program improvements and optimize our impact.

Strategic Goal 2: Create a Diverse, Equitable, and Inclusive Organization

We understand that to truly be diverse, equitable, and inclusive, an organization must make it part of its culture. Hope 4 Youth values differences of all people, inside and outside of the organization; and we are supportive, respectful, and work to safeguard fairness, equity, and inclusion for all individuals. These priorities and initiatives include:

- Ensuring equitable access to services, adapting services to meet the needs of diverse youth, and leveraging community partnerships while focused on the elimination of systemic barriers.
- Maintaining and strengthening our efforts to meet youth where they are through an individualized approach to service delivery, avoiding a cookie-cutter mentality, to best meet the needs of a diverse community and address any disparity in program outcomes.

- Diversifying practices for attracting and hiring staff, enlisting volunteers, and recruiting board members to ensure our staff, volunteers, and board members reflect the youth we serve.
- Evaluating employee benefit offerings to best meet the needs of a diverse staff.
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Strategic Goal 3: Strengthen Business Practices to Support High Performance

We will focus on aligning our business practices, resources, and people power to support long-term stability of the organization and the youth we serve. We will create and sustain a culture of high performance and continuous quality improvement in all areas of the organization. In our policies, procedures, and business practices we will balance structure and flexibility both internally and externally, recognizing this as an important aspect of our organization's culture. These priorities and initiatives include:

- Creating a high-performance culture by delivering meaningful, measurable, and financially sustainable results for the youth we serve.
- Strengthening engagement, training, and professional development practices to enhance service excellence, increase retention of talented high-performing staff, and promote opportunities for all staff.
- Developing operational policies and procedures to ensure that resources, including people, materials, and other expenditures, are used and managed effectively and efficiently.
- Ensuring financial stability and sustainability by deepening relationships with supporters and partners, ensuring diverse funding streams, safeguarding assets, and sharpening grants management practices.
- Strengthening communication efforts to expand our reach, diversify our media approach, continually share our impact with stakeholders, and portray a consistent brand, while meeting the needs of youth, donors, and other stakeholders.
- Ensuring staff are fairly compensated, well-trained, high-performing and accountable, and supported by high-functioning systems.
- Attracting, recruiting, and retaining a strong base of dedicated and mission-driven volunteers.
- Optimizing the organization's human resources by evaluating staff and volunteer capabilities and matching them with the organization's needs to determine if roles are best filled by staff or by volunteers.
- Leveraging data to drive decision-making, program enhancements, and operational adjustments.
- Evaluating the board of director's composition, committee structure, and board governance practices to complete the shift from an operating board to a engaged governing board.