

## 2024-2026 Three-year Strategic Plan

### 2024 Operational Plan



**Mission:** 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:**

**Resourceful** - We collaborate to maximize resources and evolve to meet the changing needs of our participants and community

**Accountable** - We operate with integrity and are accountable to our youth, volunteers, community, donor, 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 judgement-free environment.

**Strategic Goal 1: Provide life-enhancing programs empowering youth to reach their full potential**

**Strategic Goal 2: Engage in transformational partnerships with community leaders, donors, and volunteers**

**Strategic Goal 3: Laser focus on premier staff retention and operation improvement**

**Strategic Goal 4: Select location and determine funding and operational plans for new HOPE 4 Youth Drop-In Center**

HOPE 4 Youth will operate within these four strategic priorities with all program delivery, donor and volunteer engagement, and staff interactions and support. We operate from a strengths-based mindset both internally and externally. We believe in transformational relationships with our partners and our youth. We ensure a trauma-informed, strengths-based, client-centered, harm reduction philosophy is realized with each youth we support. HOPE 4 Youth is committed to working with and in the community to address the root causes of homelessness and to improve the lives of youth and families who have become homeless. We acknowledge and fight for the elimination of the root causes of youth homelessness in our society, including systemic racism, intergenerational poverty, lack of affordable housing, wealth gaps, and income inequality. Our commitment is realized in our program delivery and case work supporting youth's wellness, social-emotional well-being, housing, employment and educational resources. We believe in the potential of each youth we serve and will work to build and empower them and their journey out of homelessness.





## Strategic Goal 1: Provide life-enhancing programs empowering youth to reach their full potential

### 1.1 Deliver premier programs using the four-fold approach

Tactics	2024	2025	2026	Comment
Fully educate through training H4Y staff on Four-Fold approach through all-staff and department meetings	X			
Evaluate and add programing and servicies which are trauma informed utilizing revised H4Y <i>Logic Model</i> as road map in both our HOPE Place and HOPE 4 Youth Center engagement	X			

### 1.2 Create a *center* of support at the HOPE 4 Youth Center (H4YC) addressing immediate and long-term needs

Tactics	2024	2025	2026	Comment
Ensure space is welcoming, respectful and refreshed allowing us to best serve all youth through weekly audits	X			
Execute trauma informed facilty upgrades at DIC including front desk, zen room, and clothing closet by October 31, 2024	X			

### 1.3 Create a thriving place to live at HOPE Place (HP) to fully launch youth into the community

Tactics	2024	2025	2026	Comment
Ensure space is welcoming, respectful, and refreshed allowing us to best serve all youth through weekly audits	X			
Complete HP Facilty Upgrades by December 31, 2024	X			
Add necessary programing to build on residents' success through quarterly evaluations	X			

### 1.4 Expand social & emotional well-being program offerings and resource partnerships

Tactics	2024	2025	2026	Comment
Evaluate semi-annually and create mentoring program for participants at HP and H4YC	X			
Utilize new funding to reimagine program outreach and enagement with youth (track by grant)	X			
Meet quarterly goal projections for <i>Prevention</i> and <i>Rapid Rehousing</i> supports	X			
Engage Youth Advisory Council (YAC) monthly with program development and new facility	X			



## Strategic Goal 2: Engage in transformational partnerships with community leaders, donors, and volunteers

### 2.1 Strengthen partnerships with community leaders, donors, and volunteers

Tactics	2024	2025	2026	Comment
100% Board engagement - time, talent, treasure, and testimony by 12.31.24	X			
Create and implement a Fundraising Plan with established actionable steps by category	X			See measurable objectives per Plan
Implement biannual Open Houses and invite key community leaders, donors and volunteers	X			Feb   Aug

### 2.2 Enhance donor relations to build transformational relationships resulting in innovative revenue generation

Tactics	2024	2025	2026	Comment
Create and implement a Community Engagement Plan by March 31, 2024; monitor goals through L10 meetings	X			3/26/2024
Enhance stewardship touch points with established Portfolio management by May 24, 2024	X			
Establish a Grant Calendar by Jan 31, 2024 and utilize to strengthen relationships and increase funding	X			Ongoing

### 2.3 Enhance volunteer opportunities and experience driving retention and increased engagement

Tactics	2024	2025	2026	Comment
Develop by May 31, 2024 and Implement the H4Y Volunteer Recognition Plan	X			
Create a group volunteer menu of opportunities to expand engagement options; monitor monthly for rotation	X			

### 2.4 Strengthen all stewardship efforts to foster greater connection and funder alignment to strategic priorities

Tactics	2024	2025	2026	Comment
Establish 12 -month calendared plan with top 40 partners by May 31, 2024; evaluate quarterly	X			
Establish category <i>touch point philosophy</i> to include Board engagement by May 24, 2024	X			



### Strategic Goal 3: Laser focus on premier staff retention and operational improvement

#### 3.1 Strengthen a transparent culture driving team engagement

Tactics	2024	2025	2026	Comment
Conduct annual engagement survey with staff	X			June-July
Enhance L10 meeting structure to strengthen two-way communication sharing throughout organization. Evaluate and modify semiannually as needed	X			
Cross-functional, diverse team task force/think tank implementation by April 26, 2024	X			
Annually share HR roadmap with staff	X			January

#### 3.2 Deepen employee benefit expansion to elevate attractiveness and retention

Tactics	2024	2025	2026	Comment
Annually review H4Y benefits; add Flex Funds option by April 2024	X			
Quarterly professional development plan discussions with manager and staff	X			March, June, Sept, Dec
Explore 3% retirement match improvements; monitor semiannually	X			June   December

#### 3.3 Ensure HOPE 4 Youth sustains an inclusive, equitable, and diverse culture

Tactics	2024	2025	2026	Comment
Monitor and assess DEI attributes within the staff, board, and outreach with each addition	X			
Determine equity training mods to implement on a quarterly basis	X			
Create and socialize professional advancement roadmap with team by June 30, 2024	X			

#### 3.4 Embody a strengths-based mindset, behavior, and actions

Tactics	2024	2025	2026	Comment
Engage in quarterly strengths professional development activities	X	X	X	
Engage Board of Directors in a Strengths-Based workshop at summer/fall retreat	X	X	X	
Create professional development accountability plan, implementation, and assessment by June 30, 2024	X			



## Strategic Goal 4: Select location and determine funding and operational plans for new HOPE 4 Youth Center

### 4.1 Establish Building Committee (BC)

Tactics	2024	2025	2025	Comment
Define committee member roles and responsibilities by January 15, 2024	X			Done
Identify members with identified attributes and expertise by March 30, 2024	X			
Begin meeting cadance as defined by role decsription and committee vision by March 1, 2024	X			

### 4.2 Facilitate process to identify viable locations

Tactics	2024	2025	2026	Comment
Hire/partner with brokerage firm	X			Done
Introduce Building HOPE Project to Anoka, CR, Blaine, SLP, and Fridley city leadership in Q1 and Q2	X			
Identify and build advocate team of community leaders to help elevate support Q1 and Q2	X			

### 4.3 Create construction budget and funding options

Tactics	2024	2025	2026	Comment
Explore and evaluate New Market Tax Credit funding by January 1, 2024	X			Complete - abandon
Determine building cost - predicated on property	X			
Determine philanthropic capital/operational plans - predicated on property project scope and need	X			

### 4.4 Build oversight plan for legislative funding and any received restricted funds

Tactics	2024	2025	2026	Comment
Work with assigned PM from DEED: agreement, steps outline, reinburseable process, etc... Q1+	X	X		
Work with audit firm and FC to effectively set up a Building HOPE Project Fund (based on property)	X			

### 4.3 Develop long-rang operations budget and plan

Tactics	2024	2025	2026	Comment
Develop 2025 DRAFT Operational plan by December 31, 2024	X			

Develop 2025 DRAFT Operation budget by December 31, 2024	X			
--	---	--	--	--

2024 Matrix of Progress	
<b>Strategic Goal 1: Provide life-enhancing programs empowering youth to reach their full potential</b>	
Logic Model implementation: training, program and service expansion	Q2 training planned
H4YC youth and visitor ready	Clothing closet update
HOPE Place youth launch	Feb: 9/12   Q1 2-L, 1-I
Grant designation and outreach outputs	Adding two positions A2C
<b>Strategic Goal 2: Engage in transformational partnership with community leaders, donors, and volunteers</b>	
Fundraising actual to goal	On track to projections
Relational movement (Foundations, Presentations, Stewardship)	Increased partners
Volunteer movement	Volunteer Ambassadors on track
Connection with top 40 donors	Q2 Goal
<b>Strategic Goal 3: Laser focus on premier staff retention and operational improvement</b>	
HR strategies driving transparent cutlture	L10 philosphy
H4Y benefits	PD plans - Qrtly
Equitable enviornment	Determine DEI Mods
Strengths focus to elevate culture	Feb YAC enagement
<b>Strategic Goal 4: Select Location and determine funding and operational plans for new HOPE 4 Youth Drop-In Center</b>	
Progress on location	Pulled from PA with SLP
Progress with DEED partnership	On hold now
Progress on community outreach - support	Execute new strategy
Progress on new facility annual budget	Hold for location

<b>Tracking Key:</b>
GREEN - On track   Moving forward
YELLOW - Concern elevating   Attention required
RED - Urgency of board/staff ACTION

L = Launched from HOPE Place  
I = Ineffectively left HOPE Place







