

2024-2026 Three-year Strategic Plan

2026 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
Utilize grant dollars to expand core mission objectives of youth housing, education and employment, and social and emotional well-being supports.			X	
Continued development of prevention and outreach services as a highlighted program offering.			X	
Expand and document aftercare supports to youth exiting H4Y programs.			X	
Expand and fully implement <i>Job Readiness/Work Experience Program</i> program			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
Strengthen current community partners to meet the needs of participants			X	
Identify and develop expansion partnership with Blaine specific 2027 constituents			X	
Engage staff in <i>physical facility move</i> needs related to youth, office, and partner factors			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
Develop a full spectrum of housing supports for all H4Y Participants including residents exiting HP.			X	
Fully execute Job Readiness/Work Experience Program			X	
Foster a positively modeled community environment			X	

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

Tactics	2024	2025	2026	Comment
Engage Youth Advisory Council (YAC) monthly with program development and new facility			X	
Strengthen <i>Youth Leadership Development Programming</i> with HP & H4YC crossover engagement.			X	
Strengthen art, music and other programming that offers additional supports for youth to reach healthy Social and Emotional Well Being			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 12.31.26			X	
Create and implement the 2026 Fundraising Plan with established actionable steps by category			X	
Deliver Workplace Giving (WPG) program and corporate Match program to elevate partnership engagement.			X	
Strengthen all donor categories to reflect giving domain and stewardship plan			X	

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

Tactics	2024	2025	2026	Comment
Establish robust pipeline plan to increase number of partners supporting H4Y.			X	
Establish comprehensive partnership plan to better steward existing and new donors and their giving potential i.e.: marketing and/or philanthropic dollars, annual 1:1 planning sessions, etc..			X	
Enhance engagement strategies through data base efficiencies and elevated stewardship tactics			X	
Work with Grant Writer to vet at least 15 additional corporate giving partners and new capital Mission Expansion funding			X	
Implement the 2026 Community Engagement plan to give HOPE 4 Youth more visibility in our local communities			X	

2.3 Enhance volunteer opportunities and experience driving retention and increased engagement

Tactics	2024	2025	2026	Comment
Implement the 2026 Volunteer Recognition plan based on volunteer survey responses			X	
Expand onsite engagement options for group volunteering with local businesses and community organizations			X	

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

Tactics	2024	2025	2026	Comment
Quarterly analyze Lybunt/Sybunt reports by funding category and implement additional action and stewardship to those falling out of an established giving cycle.			X	
Work with the Development Committee to establish a plan for cultivating new partners and major gifts			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 Employee engagement survey with staff			X	
Enhance L10 meeting structure to strengthen two-way communication throughout organization. Evaluate and modify semiannually as needed			X	
Engage full team in new facility progress, and strengthen BHP vertical/horizontal communication			X	
Utilize the Risk Management Plan to inform and empower team members			X	

3.2 Deepen employee benefit expansion to elevate attractiveness and retention

Tactics	2024	2025	2026	Comment
Annually review H4Y benefits; discuss potential additions or changes			X	
Quarterly discuss professional development goals with manager and staff			X	
Explore 3% retirement match improvements; monitor semiannually			X	
Explore Two Week Sabbatical after 5 years of employment			X	

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

Tactics	2024	2025	2026	Comment
Utilize annual Employee Engagement results to identify needed cultural changes			X	
Determine and implement staff training mods to implement on a quarterly basis			X	
Review and discuss outcomes semi-annually; Monitor staff composition; Monitor employee retention; Leadership Team review and discuss exit survey			X	
Work with MACC to engage in a compensation analysis			X	
Emplore improved recruitment and hiring strategies and best practices			X	

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

Tactics	2024	2025	2026	Comment
Engage in ongoing strengths professional development activities			X	
Provide quarterly <i>Strengths Chat</i> model with staff			X	



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

4.1 Establish Building Committee (BHC)

Tactics	2024	2025	2026	Comment
Lean into BHC for review of construction plans and outcomes			X	
Add Ad Hoc members as needed			X	

4.2 Facilitate process to identify viable locations

Tactics	2024	2025	2026	Comment
Complete - Purchased 8565 Central Ave NE, Blaine MN			X	

4.3 Create construction budget and funding options

Tactics	2024	2025	2026	Comment
Work with Owner's Rep through Phase I - Phase IV of BHP			X	
Modify Comprehensive Campaign for 2026 and 2027 objectives			X	
Launch Private Comprehensive Campaign - January 2026			X	
Launch Public Phase of Comprehensive Campaign - AN4H			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: Predesign, payment process, site reviews, etc....			X	
Work with audit firm and FC to effectively set up a Building HOPE Project Fund modifications			X	
Enhance community relationships with State Legislators, County leaders, and City staff			X	

4.3 Develop long-rang operations budget and plan

Tactics	2024	2025	2026	Comment
Begin the 2027-2029 Strategic Planning work - Approving by September 30, 2026			X	
Develop 2027 DRAFT Operational & Facility plan by October 31, 2026			X	
Develop 2027 DRAFT Operation budget approved by December 31, 2026			X	

2026 Matrix of Progress

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

Prevention and Outreach advancements	
Partner progress	
Educational/Employment Stats	
Youth Voice; how are we engaging youth voice at H4Y	

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

Fundraising actual to goal	
Relational movement (pipeline additions)	
Volunteer movement	
Reconnection of lapsed donors	

Strategic Goal 3: Laser focus on premier staff retention and operational improvement	
Monitor Risk Management mitigation steps and follow up action	
H4Y benefits	
Staff training and support efforts	
Strengths focus to elevate culture	
Strategic Goal 4: Select Location and determine funding and operational plans for new HOPE 4 Youth Center	
Progress with DEED partnership	
Progress with Phase II, Phase III, Phase IV with RJM and LSE	
Progress on community outreach & support	
Progress on 2027-2029 Strategic Plan	

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