

2021-2023 Three-year Strategic Plan

2022 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: Deepen our impact through high quality, high-impact programs and services

Strategic Goal 2: Create a diverse, equitable, and inclusive organization

Strategic Goal 3: Strengthen business practices to support high performance

HOPE 4 Youth will operate within these three 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 education. 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: Deepen our impact through high quality, high-impact programs and services

1.1 Defining, maintaining, and strengthening our core programs and services by building on our experience and expertise, proven best practices, and continuous learning.

Tactics	2021	2022	2023	Comment
Kick off Board Program Committee in Q2 to serve as SP roadmap guidance		X		
Create criteria for core programs and services deliverables; identify opportunities of improvement		X		
Build in professional development for all program team members		X	X	

1.2 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.

Tactics	2021	2022	2023	Comment
Explore gaps in services; create recap with expansion opportunities		X	X	
Explore and identify Social & Emotional Well-being partner expansion opportunities; add 1		X	X	
Explore and identify Work and Career Readiness youth programming opportunities: add 1		X	X	
Meal distribution compliance		X		

1.3 Providing individualized pathways to youth for success through comprehensive and diverse programming, and one-on-one case management.

Tactics	2021	2022	2023	Comment
Introduce expansion opportunities in Social & Emotional Well-being and WCR within case work		X	X	

1.4 Collaborating with community partners to augment our core services and leverage work that fulfills our mission.

Tactics	2021	2022	2023	Comment
Create and execute volunteer meal plan to integrate Public Health compliance requirements	X	X	X	
Elevate volunteer opportunities to include meal coordinators		X		
Integrate mentorship vs general volunteer role differentiation of engagement		X		

1.5 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.

Tactics	2021	2022	2023	Comment
Complete phase I assessment of new facility vision	X			
Complete phase I case study and legislature review		X		
Engage in property exploration, site design, and expansion vision		X		
Create Operational Budget for 10K-15K facility		X		
Identify alternative plan if legislative project stalls		X		

1.6 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.

Tactics	2021	2022	2023	Comment
Complete Community Impact Report for 2021		X		
Enlist youth-centered task force to review current youth outreach efforts		X	X	
Enlist diverse task force to review current marketing and messaging outreach efforts		X	X	

1.7 Effectively and consistently measuring outcomes, defining program impact priorities, and continually evaluating program effectiveness to make program improvements and optimize out impact.

Tactics	2021	2022	2023	Comment
Move from outputs to outcomes in evaluation and messaging		X		
Update scorecard to reflect outcome vision		X		



Strategic Goal 2: Create a diverse, equitable, and inclusive organization

2.1 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.

Tactics	2021	2022	2023	Comment
Work with Youth Advisory Council for program improvement	X	X	X	
Enhance partnership with Anoka County to improve access		X		

2.2 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.

Tactics	2021	2022	2023	Comment
Strengthen client tracking to include a broad recap of youth		X		
Customize and improve intake and case work methodology	X	X	X	

2.3 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.

Tactics	2021	2022	2023	Comment
Engage in exploration to test and improve hiring process: staff		X		
Engage in exploration to test and improve board and volunteer expansion process		X		
Development of Board DEI Committee by Q3		X		
Participate in a gap analysis		X	X	

2.4 Evaluating employee benefit offerings to best meet the needs of a diverse staff.

Tactics	2021	2022	2023	Comment
Work with MACC to identify gaps and opportunities		X	X	
Implement a staff survey to identify priority offerings to consider		X		

2.5 Ensuring all staff, board, and volunteers receive DEI training.

Tactics	2021	2022	2023	Comment
Review current DEI training for staff, board and volunteers		X		
Select and implement viable DEI options through the MACC training repository for staff		X	X	
Identify and incorporate DEI competency training into board and volunteer onboarding		X	X	



Strategic Goal 3: Deepen our impact through high quality, high-impact programs and services

3.1 Creating a high-performance culture by delivering meaningful, measurable, and financially sustainable results for the youth we serve.

Tactics	2021	2022	2023	Comment
Prioritize in Q1 premier staff structure to manage transparent financial and administrative objectives within the H4Y organization		X		
Review and assess current tracking systems and provide recommendations of improvement		X		
Engage teams in budget spread to ensure staff member understanding and buy-in		X	X	
Engage in process audit and make improvements as needed	X	X	X	

3.2 Strengthening engagement, training, and professional development practices to enhance service excellence, increase retention of talented high-performing staff, and promote opportunities for all staff.

Tactics	2021	2022	2023	Comment
Review current training for staff; identify annual priorities and schedule		X	X	
Select and implement viable options through the MACC training repository for staff		X	X	
Build into each team members' annual goals a professional development objective		X	X	
Survey staff on current culture, seek insight to help enhance excellence mindset		X		

3.3 Developing operational policies and procedures to ensure that resources, including people, materials, and other expenditures, are used and managed effectively and efficiently.

Tactics	2021	2022	2023	Comment
Hire/contract Financial Controller; assess quarterly		X		
Contract with MACC; assess quarterly		X		
Audit Finance and HR policies and procedures to create improvement roadmap		X		
Review 2022; plan for 2023 improvements			X	

3.4 Ensuring financial stability and sustainability by deepening relationships with supporters and partners, ensuring diverse funding streams, safeguarding assets, and sharpening grants management practices.

Tactics	2021	2022	2023	Comment
Create comprehensive Advancement Team Plan to raise \$1,485,000	X	X		
Audit and review financial partners, gift level, and category; increase average donation by 10%		X		
Strategically implement three new fundraising streams (stock, Hope's Closest pop ups, vol-to-donor; while increasing donations from organizations, foundations, and corporations by 10%		X		
Develop, assess, and manage Special Event expense allocation and revenue generation plans; prioritize sponsorship vision		X		

Develop "Fund" tracking methodology; manage internal and external communication regarding revenue generation and fund use		X		
Engage and retain stakeholders (donors, volunteers, community); Actively engage in "Surprise and Delight" and key stewardship tactics	X	X		
Build transparency into all financial tracking using data base options; communicate monthly updates with team leads		X		
3.5 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.				
Tactics	2021	2022	2023	Comment
Develop compelling and mission-driven content to expand messaging reach and impact		X		
Create annual calendar for social media vision and themes		X	X	
Use 1.6 findings to improve communication needs		X		
Explore incorporation of quarterly messages from H4Y with donor base		X		
3.6 Ensuring staff are fairly compensated, well-trained, high-performing and accountable, and supported by high-functioning systems.				
Tactics	2021	2022	2023	Comment
Work with MACC to review compensation package with staff		X		
Work with MACC to update and improve our current goal and accountability process		X		
Institute a coaching mindset with team leaders (MACC's process)		x		
Expand greater transparency with "what success looks like" and build into day-to-day operations	X	X		
Audit, assess, and update staff handbook		X		
Implement annual staff cultural survey		X	X	
3.7 Attracting, recruiting, and retaining a strong base of dedicated and mission-driven volunteers.				
Tactics	2021	2022	2023	Comment
Strive for continual improvement regarding volunteer onboarding and training		X		
Share monthly message/seed from ED with volunteers		X	X	
Deliver quarterly volunteer zoom connections with H4Y		X		
Review current volunteer handbook; recommend improvements		X		

3.8 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.

Tactics	2021	2022	2023	Comment
SLT and MACC review staff composition and explore opportunities of structural objectives		X		
Audit and assess current volunteer roles		X		

3.9 Leveraging data to drive decision-making, program enhancements, and operational adjustments.

Tactics	2021	2022	2023	Comment
Audit and assess current client-trak information; provide recommendations		X		
Audit and assess current financial reports; provide recommendations		X		
Work with Controller to assess compliance gaps and improvement needs		X		

3.10 Evaluating the board of director’s composition, committee structure, and board governance practices to complete the shift from an operating board to an engaged governing board.

Tactics	2021	2022	2023	Comment
Review and update board orientation		X		
Review and update board handbook		X		
Re-launch Board Portal		X		
Implement 6/year meeting structure		X		
Prioritize committee structure: host monthly meetings, post and share updates and outcomes		X	X	
Board financial support at 100%		X	X	
Board engagement in events and/or programs at 100%		X	X	
Engage in semi-annual 1:1 board visits	X	X	X	

2022 Matrix of Progress				

Strategic Goal 1: Deepen our impact through high quality, high-impact programs and services	
	Status
1.1 Creation of core program and services criteria deliverables; how using	
1.2 Social & Emotional Well-being, and Work and Career Readiness program expansion; how integrating	
1.3 Number of youth engaged in Social & Emotional Well-being referrals/programs (156 on 2021)	
1.4 Compliance with Dept of Health and H4Y's meal distribution	
1.5 New facility vision, case study, and legislative support	
1.6 Diverse task force results regarding marketing and messaging efforts	
1.7 Update Program Scorecard reflecting mission critical outcomes and progress	

Strategic Goal 2: Create a diverse, equitable, and inclusive organization	
2.1 Youth Advisory Council program improvement recommendations	
2.2 Analyzed results from intake process; proposed recommendations	
2.3 Development of DEI Board Committee in Q3; prioritized body of work	
2.4 Outcomes from MACC and leadership gaps and opportunities; next steps	
2.5 Identify and incorporate DEI competency training; staff, board, volunteers	

Strategic Goal 3: Strengthen business practices to support high performance	
3.1 Staff structure and process improvements; share recommendations and roadmap	
3.2 Incorporate training prioritization for staff; build into staff accountabilities/professional development	
3.3 Audit Finance and HR policies and procedure to create improvement roadmap	
3.4 Successful Advancement plan related to revenue generation; month-to-month progress	
3.5 Increase social media followers by 5%, and e-blast subscribers by 10%	
3.6 Work with MACC to test benefits/payroll/culture; completion of updated Employee Handbook	
3.7 Create a robust volunteer experience; reoccurring connections with H4Y, updated volunteer book, etc.	
3.8 SLT and MACC review volunteer and staff opportunities to effectively meet mission	
3.9 Assess and provide recommendations for improved program, administration, and financial reporting	
3.10 100% board engagement	