



SLP Nest, a registered 501(c)(3) organization  
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# I. Executive Summary



## Executive Summary

This business plan outlines a project entitled SLP Nest.

SLP Nest is a non-profit organization in St. Louis Park, MN, (SLP) whose aim is to create a local "teen center," an idea that, while not new, was generated recently (2016) by concerned students and parents who noticed an increase in depression and anxiety among high school-aged teens. That original impetus was strengthened when students and adults recognized that such a space would also create opportunities to explore and enact some of the 40 developmental assets that are essential for healthy youth development.

We won't be using the term "teen center" when referring to SLP NEST after this summary. On the following pages, readers will note that SLP Nest is a student-run space that is relevant to today's teens, managed by a student board, designed by students, with adult support. It will be a low-cost, high-return space for the St. Louis Park community to "prepare our next generation" in ways that complement school and home support structures.

*Note- the phrase "Prepare our next generation" is one of five goals for the city of St. Louis Park's recently completed vision for the future.*

## II. General Organization Description



**Mission Statement:** To provide a welcoming, teen-centric space that nurtures individual expression, encourages a diverse community, and builds life skills.

### **The Purpose of This Corporation is to:**

- Provide a safe, substance-free, welcoming and inclusive space for youth to gather and connect; share food and beverages; and engage in unstructured recreational, educational, artistic, and social activities.
- Build work, life, and leadership skills among St. Louis Park youth by involving them in the governance of the organization, including recruitment of donors and volunteers; management of facility operations, and organization of activities that enrich the lives of St. Louis Park youth.
- Forge relationships among community members and youth by providing opportunities for intergenerational exchange, organized and led by youth members.

*Legal form of ownership: 501(C)(3) Non-Profit (Independent, no fiscal agent)*



# III. Market Research



Our market research for this concept has focused primarily, but not exclusively, on a nearby model with a similar mission: The Hopkins Depot, 9451 Excelsior Blvd, Hopkins, MN, [thedepotcoffeehouse.com](http://thedepotcoffeehouse.com).

SLP Nest adult board members have held numerous conversations with the General Manager of the facility as well as with founding Hopkins city council members. Our learnings have shaped our plans.

Of particular note:

- **Student Leadership:** Our primary learning, which has been repeated by all those we've met involved in the Depot, is the importance of student leadership. We have found, through our research with the Depot and other Minneapolis-area teen centers, that several municipalities or schools have designed teen centers without student leadership, only to find out later that the centers are no longer relevant to students, driving down attendance and use. Fran Hesch, a former Hopkins city council member who played a large role in the Depot's origination, has been particularly adamant on this point in conversations with the SLP Nest Board.

- **Community Partners:** The Hopkins Depot is a partnership of several entities including the Hopkins School District, the City of Hopkins, the Three Rivers Park district, and to a degree, the Hennepin County Regional Rail Authority, which leases the former railroad depot building to the city of Hopkins for \$1.00 a year. The key learning is that to be successful, a community effort of this nature takes cooperation and funding between the city, the school district, and other community members. This document speaks later to the various partnerships that SLP Nest has created.

## III. Market Research

(continued)



- **Grants and Community Contributions:** The Hopkins Depot was supported in large part by a grant from Park Nicollet Foundation. This several hundred-thousand-dollar grant helped renovate the building and begin operations. SLP Nest is targeting several different grants which are outlined later in this document, but instead of origination grants, the monies will support specific goals and programs.
- **Core Mission:** The Hopkins Depot was born of concerns in the community over teenage substance abuse. SLP Nest was initiated because of community concerns about mental well-being among students in the area and a need for the community to support some of the 40 developmental assets that only a dedicated student-run space such as SLP Nest can provide. (More on development assets in Appendix 1.)
- **Focus on Mission:** Another key learning from the Hopkins Depot team is that running a business enterprise (a coffee shop), on top of running a space-based initiative, can be overwhelming and can potentially distract the staff and board of directors from the core mission. To that end, SLP Nest is teaming up with a private business: Muddy Paws Cheesecake (MP). MP will act as a consultant and a wholesale source for the coffee shop enterprise. This arrangement will provide numerous benefits: it will create a point of relevance for the students; it will be an excellent business curriculum learning lab; and it will help free the staff and board of SLP Nest to concentrate on its core mission. SLP Nest's coffee shop will not start as a full blown barista-style service but as a retail service center. (More on this partnership later in this document.)
- **Nonprofit Status:** The Hopkins Depot created a nonprofit foundation in 2012, nearly 14 years after its inception. SLP Nest organized as a stand-alone (no fiscal agent) 501(c)(3) in 2017 to maximize opportunities for charitable contributions.

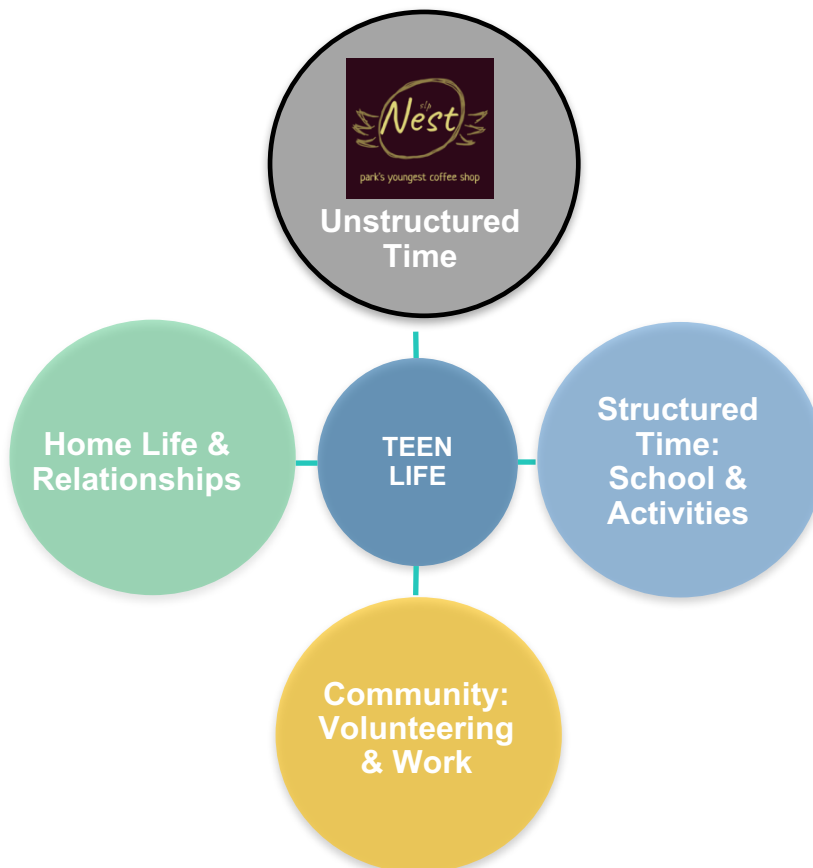


## IV. Products and Services

**SLP Nest's product is a space**, not a consumable service or product.

SLP Nest will be a space for teenage students to create and explore many of the 40 developmental assets so critical to becoming healthy, contributing adults. St. Louis Park has embraced these developmental assets for decades. (See Appendix 1 for more on the developmental assets.)

SLP Nest will provide opportunities for cultural competence, planning, decision-making, resistance skills, interpersonal competence, peaceful conflict resolution, personal power, self-esteem, sense of purpose, and a positive view of a personal future. It will also be a space for personal growth and development; concepts all too rare in students' over-scheduled and hyper-structured lives. The diagram below, created by students, illustrates these points.





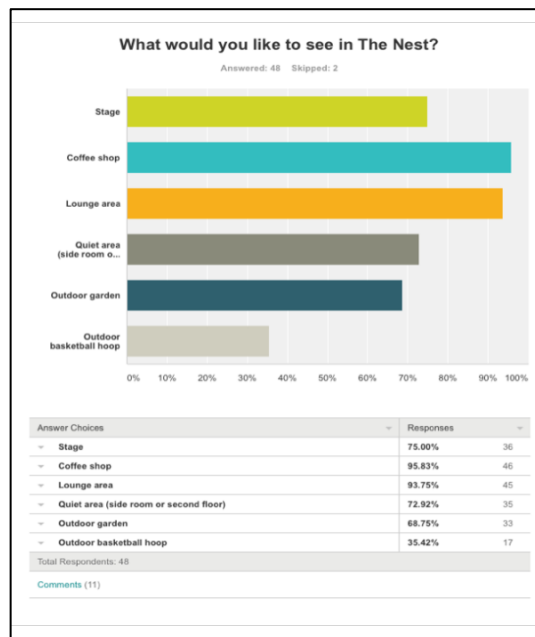
## IV. Products and Services

(continued)

### Relevance is Critical:

Through extensive and repeated student ideation sessions, surveys, and meetings beginning in Spring 2016, we now have a clear picture of SLP Nest: a student-run space with a safe, inclusive culture. Spaces will allow for relaxing, studying, eating, listening to live bands on weekends, displaying student art, holding student meetings, and more.

SLP NEST students actively recruit other students of diverse race, gender identification, interests, and backgrounds to lead and govern the organization. Equity has been a key tenant of SLP NEST since the founding students created the concept in 2016.







## IV. Products and Services

(continued)

### Examples from Ideation Sessions



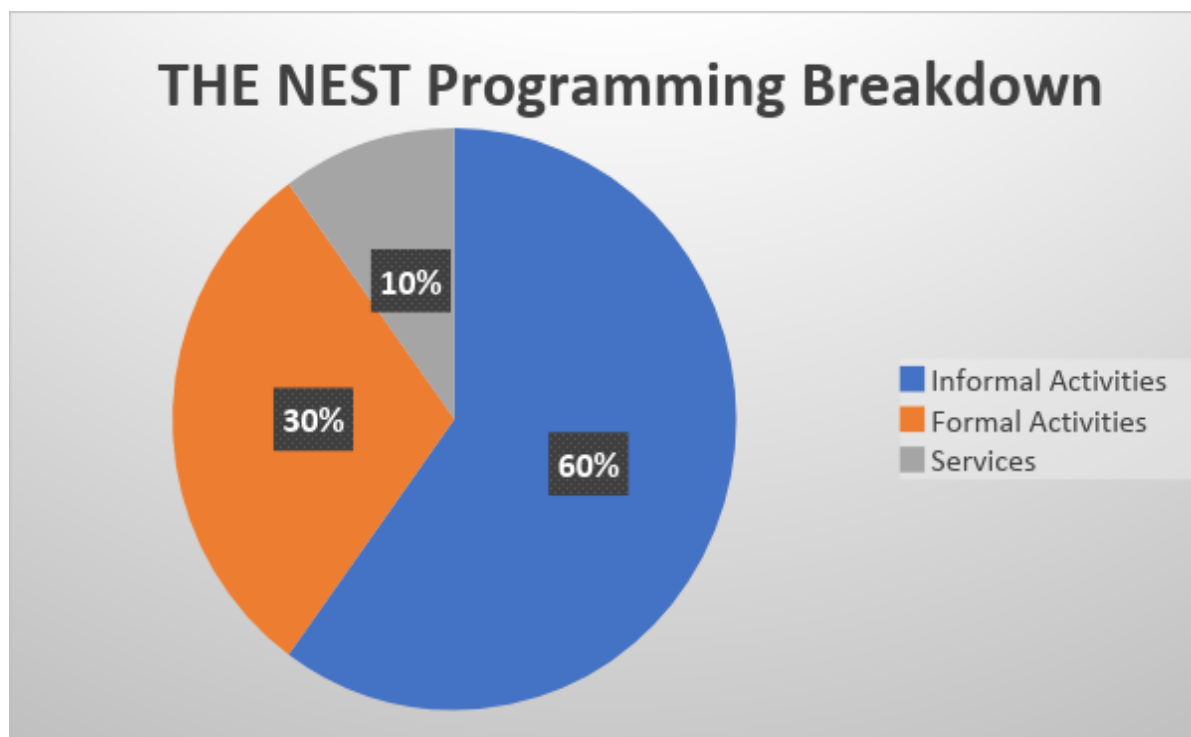


## IV. Products and Services

(continued)

**SLP Nest** will intentionally provide a space for unstructured, informal activities. This is integral to the core mission of SLP Nest. While such activities will be informal and unstructured, SLP Nest will provide space for social time, peer-to-peer counseling, studying, playing games, and more. SLP Nest will also host open-mic nights, live concerts, post-game, concert and theater get-togethers, learning labs, waffle breakfasts, and guest speaker appearances. Finally, SLP Nest will provide a space for students to serve the community through other charitable organizations.

It cannot be emphasized enough that the core mission of SLP Nest is to provide a student-constructed space without undue structure. The projected division of activity shown below was developed by the SLP Nest student board.





## IV. Products and Services

(continued)

### Providing a service to the community

The hours between 3 and 7 pm are the riskiest for unsupervised youth. Between the time when school lets out and parents come home from work, teens are more likely to experiment with drugs, alcohol, cigarettes, and sex than any other time during the week, including Friday and Saturday nights<sup>i</sup>. They're also more likely to engage in or be the victim of criminal activity<sup>ii</sup>. By prioritizing this exact time window for our hours of operation – 3 to 7 pm on weekdays – Nest planners are providing a service to police, health care professionals, and the broader community.

Unsupervised time after school is also stressful for parents. A large-scale study of working parents revealed a significant number are “extremely worried” about what their children are doing in the hours after school while they're still at work. The study also showed this worry can lead to reduced productivity and increased job disruption, impacting employees' ability to advance<sup>iii</sup>. Given that women, particularly women of color, are increasingly the primary wage earners for their families<sup>iv</sup>, providing a trusted place for teens to go during the critical after school hours can impact the economic stability of families, particularly families of color, in our community.

What teens do with their time after school can set their own and their families' trajectory upward or downward, while the kids are in high school and beyond. By providing a safe place for teens to be during the hours they need it most, we believe we can contribute to the long-term health and well-being of the entire community, including many residents who are currently underserved.

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<sup>i</sup> Fight Crime: Invest in Kids, Council for a Strong America, 2013

<sup>ii</sup> Office of Juvenile Justice and Delinquency Prevention, 2010.

<sup>iii</sup> “After-School Worries: Tough on Parents, Bad for Business.” Catalyst and Brandeis University, 2006.

<sup>iv</sup> “Status of Women and Girls in Minnesota,” Women's Foundation of MN, 2014.



## IV. Products and Services

(continued)



**The Coffee Shop:** Based on market research, the SLP Nest Board has strategically partnered with Muddy Paws Cheesecake (MP), [muddypawsheesecake.com](http://muddypawsheesecake.com), a 25-year producer, wholesaler and retailer of premium cheesecake and other foods, to consult with SLP Nest and to source freshly prepared foods for sale.

The owner, Tami Cabrera, is a well-known entrepreneur and community philanthropist. Over the past 25 years, MP has run small pop-up coffee-and-cheesecake shops, full-blown retail cafes serving all sorts of foods, and everything in between.

SLP Nest will offer Muddy Paws products at retail. Foods and beverage offerings will include coffee, cookies, bars, healthy snacks, and, of course, cheesecake (both full cakes and by-the-slice).

For purposes of this business plan, it should be noted that Muddy Paws is a business with considerable brand equity and local following. While the coffee and snack service provided by SLP Nest holds significant appeal for students and nearby residents of St. Louis Park, MP also has a loyal following specifically for its cheesecake product which now is only available via special order with no retail store front.

Tami Cabrera has been featured on the Food Network, WCCO, Kare 11, Twin Cities Live, and recently was chosen to go to the White House for her work in social media. Cabrera won the Minnesota Social Media Marketer award for 2010. When she is not at the bakery, she spends time with her four children, her three dogs, a second small business, and at Perspectives Inc. as a guest chef. Tami also is on the Program Advisory Committee at Le Cordon Bleu.





## IV. Products and Services

(continued)



The coffee shop service will evolve as financial means change. Planned open hours for SLP Nest are currently Monday-Friday 3:00pm to 7:00pm. These hours will maximize staff time for the after-school hours.

Because of cost considerations, the initial service will be a “convenience store business model”. A refrigeration case will house the food products and air-pots of coffee will be offered. An appropriate local comparison is the Honey & Rye bakery on Excelsior Blvd, which operates in the same manner, though their production is on-site.

Production of the fresh food products will take place at Muddy Paws Bakery, 7600 W 27th St B2, St Louis Park, MN 55426. Employees of MP will refresh and set the food and beverage product daily.

The retail sales estimates are based on consultation from Muddy Paws. Because of the nature of a new venture, the projections are extremely conservative. During one 4-5 hour opening period, it is estimated that SLP NEST will sell approximately \$120.00 of food and beverages at an average markup of approximately 70% which is an industry average of a mix of packaged and fresh foods. Coffee is a relatively high markup product while packaged foods are relatively low.

For an approximation of retail sales, see page 31. This forecast does not include any projection for food and beverage sales of special events at SLP Nest including concerts, poetry jams, learning labs, seminars, and more. SLP Nest board members have decided to be very conservative in this regard. Nest Muddy Paws consultation, SLP Nest believes it can slowly ramp up the needed coffee shop service structure as needed.



## V. Marketing Plan- Market Size

### Market Size:

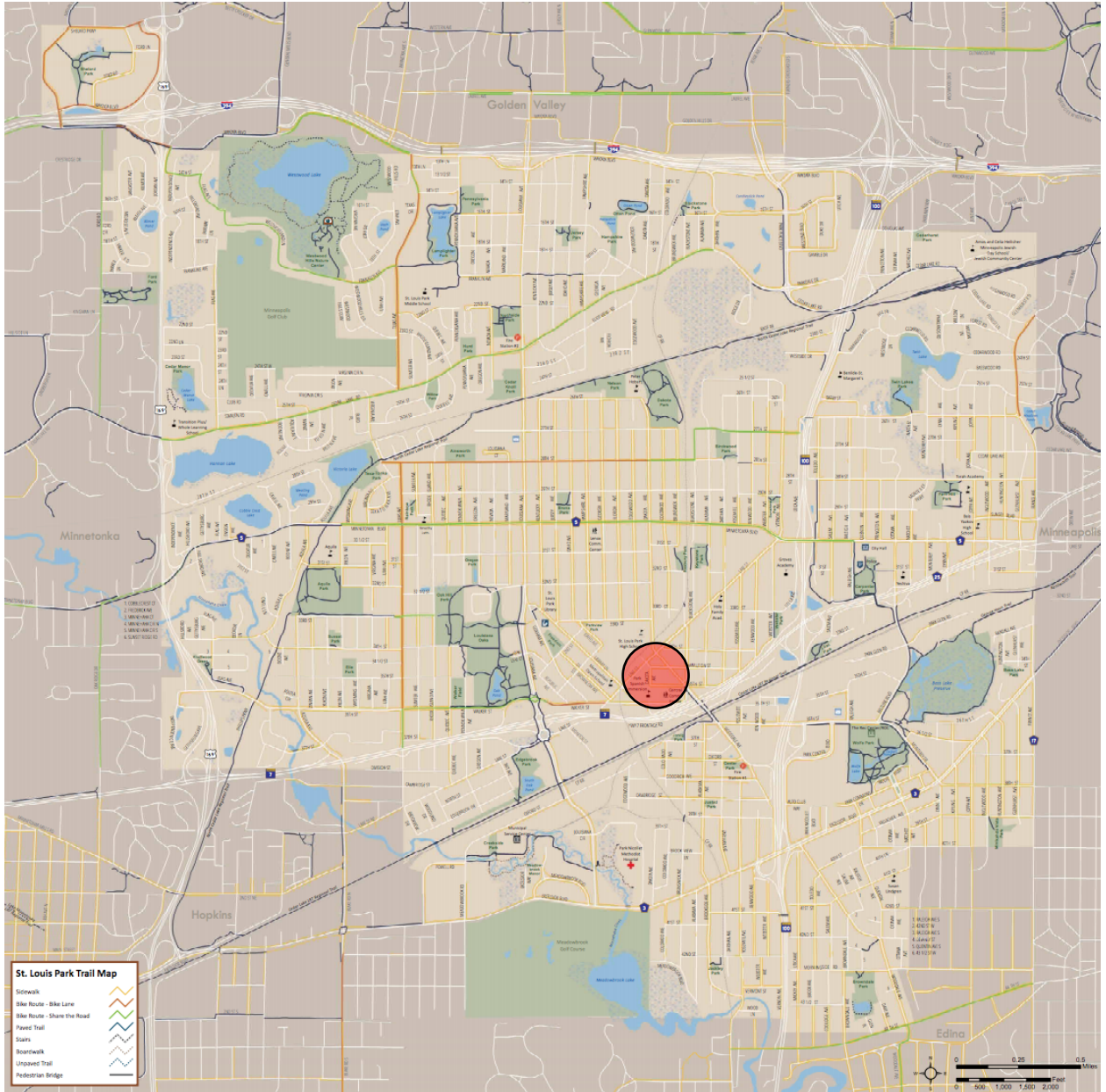
The potential market size for the SLP Nest is two-part:

**SLP Nest** will serve approximately 1400 teenage students of St. Louis Park High School, and several hundreds of students from other nearby schools including Benilde St. Margaret's (within ½ mile of the proposed space), and the nearby Hopkins School District.

**The coffee shop portion**, open to the public, potentially serves the entire approximately 47,000-person population of St. Louis Park, MN, a first-ring suburb of Minneapolis,, and more specifically, the immediate the neighborhoods surrounding SLP Nest: the Birchwood, Bronx Park, Sorensen, and Lenox neighborhoods. (See page 14.) These more immediate neighborhoods are comprised of 3900 households, primarily single homes.



# V. Marketing Plan- Location



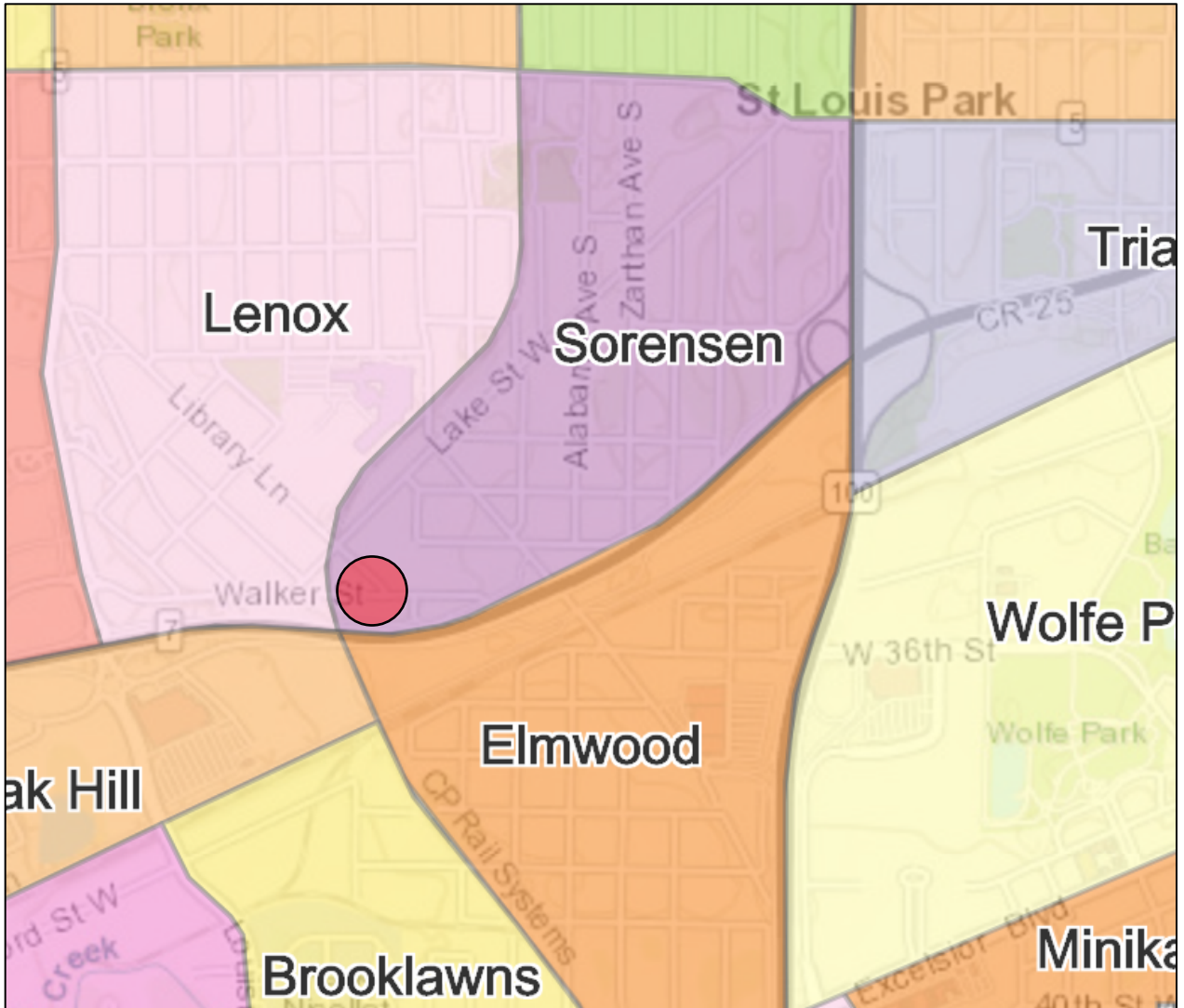
**St. Louis Park. MN**

**SLP Nest**



park's youngest coffee shop

## V. Marketing Plan- Location



**St. Louis Park  
Neighborhoods**

**SLP Nest**





## V. Marketing Plan- Location

Since our strategy centers around creating a space, location is key. The student board of SLP Nest has a specific set of criteria for this space.

*This space must be within walkable distance of the high school in order for all to enjoy it regardless of access to and affordability of cars. Equity is a key factor in determining location: walkable, on or near a bus line.*

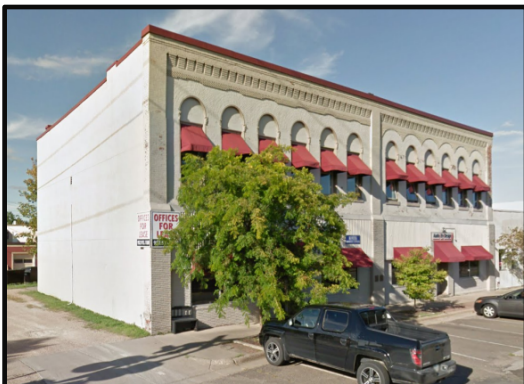
This space cannot be on school grounds or in a school or city building as some other teen centers have done. The independence and student ownership of the space, away from the day-to-day structure of student life, is key for students to be able to exercise some degree of the forty developmental assets that are more easily achievable in a less structured space.





## V. Marketing Plan- Location

Student and adult board members have toured most of the below spaces and been in contact with their landlords. All are in the Historic Walker Lake District, walkable for all students attending St. Louis Park High School. The Walker Lake Historic District is being targeted for revitalization by the city of St. Louis Park. Planned improvements include street and sidewalk renovations, historic plaques, wayfinding signage, and more. Historic Walker Lake lies close to a planned future LRT stop, and is home to numerous community-oriented businesses and STEP, the St. Louis Park Emergency Program office.





## V. Marketing Plan- Market Share

### Market Share:

The potential market share for the SLP Nest is also two-part:

- **SLP Nest:** At present, students have few choices within the immediate proximity of the St. Louis Park High School to be able to relax, express themselves, and engage in interpersonal communication. Among these choices are a local McDonalds (immediately across the street from the school), a local yogurt shop (very near), a gas station/convenience store, and a Caribou Coffee approximately one half-mile from school. None of these establishments are student-run, and it is expected that students must buy something to be welcome. The only other alternative for student space is the aforementioned Hopkins Depot which is over two miles from St. Louis Park High school.
- **Coffee Shop:** While the coffee shop industry is highly competitive, this feature is auxiliary to the key purpose of the SLP Nest. However, the board realizes that the coffee shop is a key point of attraction for students.
- The following page is a competitive grid of features and benefits of local competition for both the student centered part of SLP NEST and the coffee shop operation.



# V. Marketing Plan- Competition

FACTOR	SLP Nest	Strength	Weakness	Caribou Coffee	McDonalds	Park Yogurt
<b>Products</b>	Student run space. One of a kind /Coffee, Healthy Snacks	Custom, warm, student designed space / Well known products (MP).	Coffee offerings will be limited as compared to a national coffee shop chain.	National chain offers excellent coffee products. Space is comfortable.	Menu is attractive to youth. Space is somewhat comfortable.	Limited menu-Yogurt. Space is somewhat comfortable
<b>Price</b>	The space is free to all students to use. / Discounted coffee for students. Patrons of MP realize that purchases are contributions to SLP Nest	Discounted coffee for students. Market rate products for adults		Relatively high priced as compared to NEST	Relatively low priced food and beverages.	Relatively low priced food and beverages. Limited assortment
<b>Quality</b>	Excellent branded quality snacks. Coffee service-quality may vary.	Muddy Paws Cheesecake offers a premium line of fresh food products		National Chain Quality space and food/bev.	National Chain Quality space and food/bev.	Good Quality
<b>Selection</b>	Food-Beverages		Somewhat limited by space, structure	Broad selection of coffee drinks. Many food options	Broad selection of foods	Broad selection in this category
<b>Service</b>	Adult on premises at all time for student needs.	Youth Coordinator on site during all open hours	Very limited Hours as compared to competition.	National Chain Service	National Chain Service	Good Service
<b>Reliability</b>	SLP Nest will be open during select hours	Open key hours for students-after school	Limited Hours	Open all normal hours	Open all normal hours	Open all normal hours, plus late
<b>Company Reputation</b>	Student branded / MP is held in very high esteem by SLP residents	Student led / MP led by a well known community entrepreneur.	NEST-New, without reputation	National Chain headquartered in Mpls	National Brand	Locally owned and appreciated
<b>Location</b>	Close to school but not on the grounds.	Walkable to/from school	In the midst of other competition and little public traffic.	½ mile from school on a main thoroughfare.	Very close to school	Very close to school





## V. Marketing Plan- Branding

The SLP Nest student board members are completely responsible for the branding of the SLP Nest. This committee of youth have taken the mission statement, goals, and objectives of SLP Nest and created logos, taglines, and collateral. *We actively strive to recruit a diverse range of students to increase our relevance to the broader student body")*

While this effort may seem commonplace for a student-run organization, it is an example of one of the key learnings (see Market Research) gathered from other teen centers: **the SLP Nest must be relevant to students**. The branding art and copy bring that relevance to life. It would have been far easier for the adults involved to declare that the space discussed would be called **The SLP Teen Center** and used an SLP logo of the sort already in place. The student branding committee met many times to craft a logo and tagline that their peers would find attractive and relevant. They worked with local printer, **Gleason Printing**, to develop the collateral, and learned about the printing industry firsthand in the process.



SLP Nest Logos, taglines, style guide



NEST pre-printed flyers

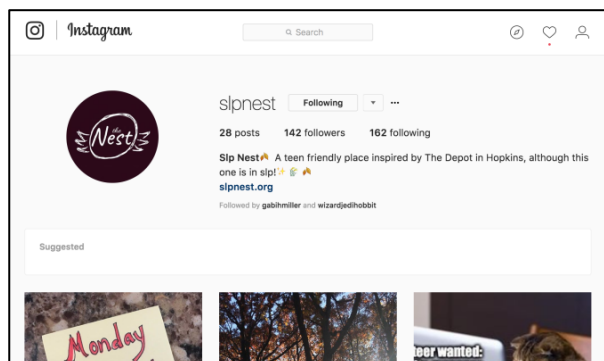
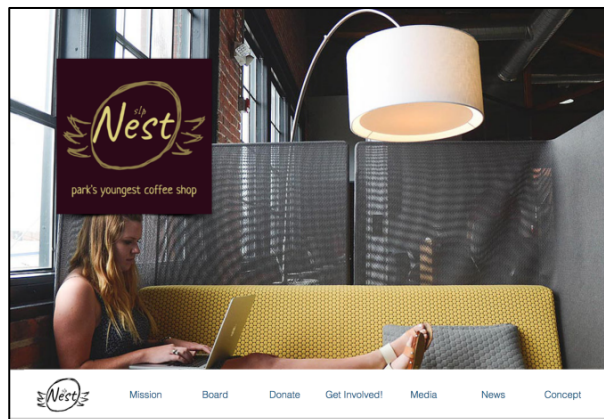
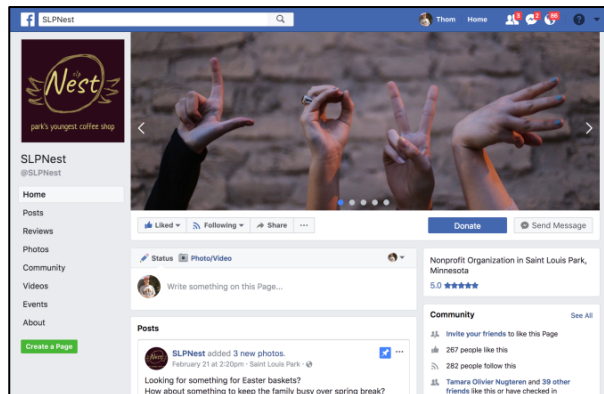


NEST letterhead



# V. Marketing Plan- Awareness

Students are masters of social media. SLP Nest is present on numerous platforms including an interactive website, a Facebook page, and an Instagram account.



# V. Marketing Plan- Awareness

Press outlets have taken notice of the SLP Nest including coverage in The Echo (St. Louis Park High School's newspaper), the Star Tribune, KSTP TV, and others.



## VI. Operational Plan- A key learning feature



In addition to the unique learning opportunities for SLP Nest student board members, students will soon be able to create accredited internships through the SLP High School College and Career Office.

Whether participating in paid internships in the coffee shop enterprise, in unpaid positions on SLP Nest Board, or in other roles, students can create a unique learning experience--one in which the students themselves determine the organization's direction and mission.

As more community organizations come forward to assist SLP Nest, the opportunities will grow. Community businesses such as Gleason Printing, which donates printing services to the SLP Nest, is such a business. Bill Gleason makes a point to give our student branding team a learning experience in the printing industry at his headquarters at every meeting.



**St. Louis Park  
High School**

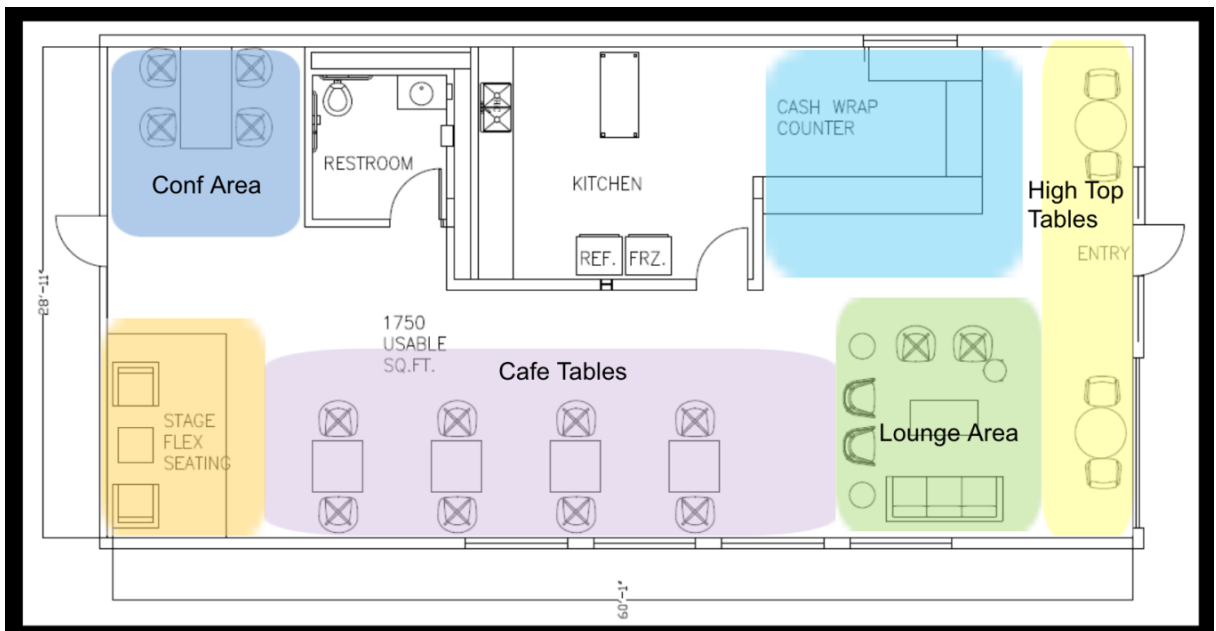
## VI. Operational Plan-Space Planning



During early ideation sessions, students created the below site plan with the help of a professional space planner. The actual fixtures and placement of features are conceptual and represent a hierarchy of spatial needs and critical components.

Key areas include:

- \* A casual lounge space
- \* Study tables for groups
- \* Restroom
- \* Service area for food and drink
- \* Flexible performance area



Depending on the flexibility of the space, students prefer to have a separate entrance for the coffee shop. This will enable the coffee shop to operate during hours that SLP Nest is not open and vice-versa.



## VI. Operational Plan-Staffing

From the original ideation sessions and throughout development, it is clear that an adult Youth Coordinator position is necessary to reach the goals of the SLP Nest . This job description was built with the help of Todd Hansen, president of Youth Frontiers, a St. Louis Park based non-profit that offers seminars to help school age children develop into healthy, well-adjusted adults. [youthfrontiers.org](http://youthfrontiers.org)

The business plan calls for one 30 hour per week employee with additional staff expense planned in the back half of Year One.

### **SLP Nest Youth Coordinator**

Rate: \$17.50 per hour, Hours: 30 hours a week including weekends. Status: Employee, no additional benefits. Reports to: the SLP Nest Board and Executive Director.

General Description: The Youth Coordinator at SLP Nest is an on-site position responsible primarily for safety and security of the youth who are on site during business hours. The Youth Coordinator has additional responsibilities listed below.

### **Roles and Responsibilities:**

- Administer the Coffee Shop including making sales, sorting offerings, book-keeping and more.
- Student intervention as necessary for referring students to resources available such as the SLP High School, Park Nicollet Mental Health staff, St. Louis Park Community Clinic, STEP, St. Louis Park Police, and others.
- Site management and upkeep.
- Student event & space scheduling.
- Community outreach on behalf of the SLP Nest . Coordination of community donation solicitations, identification of other potential funding sources.
- Social Media (website/FB/Instagram updates)
- Coordination with onsite vendor and consultant (i.e. Muddy Paws)
- Event coordination, when necessary.

### **Qualifications and Education Required:**

- Energetic, forward thinking and have a heart for working with high school students.
- Willing to have a background check

### **Preferred Skills:**

- Youth development previous experience such as a camp counselor.





## VII. Management and Organization

### SLP Nest Board:

The SLP Nest Board consists of students and adults who are passionate about the project and have a willingness to be engaged in the process. The board should be as diverse as possible across gender identification, age, and race. The SLP Nest Board shall have up to ten adult members and twelve student members, but no fewer than three adult members and five student members. See attached SLP Nest Bylaws document for additional details (Appendix 2)

Following are bios of the adult board members of SLP Nest.

Student Board Member	Year/age
Lukas Wrede*	Senior
Libby Ramsperger	Junior
Marley Spears	Junior
Jay Jay Harseen	Junior
Cole Nugteren	Sophomore
Owen Campbell	Sophomore
Joey Miller	Sophomore
Isaac Wahl	Sophomore
Makayla Jones-Klausing*	2017 grad
Anna Gleason*	2017 grad
Maddie Feller*	2017 grad
Jayneishia Buckner*	2017 grad

Adult Board Member	Role/Specialty
Julia Schmelzer*	Chair; Ideation/ Visioning Facilitator
Sara Kietzmann*	Treasurer, Incorporator
Tamara Nugteren*	Administrator, Networking & Volunteer Coordinator
Emily Buchholz	Legal Counsel
Janine Crump	Facilities Designer
Lara Cleveland	Researcher, Grant Coordinator
Robb Tronson	Videographer/Web Designer
Thom Miller	Advisor
Maija Jaaska (volunteer)	Web Editor

## VII. Management and Organization



### Adult Board Members and Volunteers

**Emily Buchholz** is an attorney who helps companies with all aspects of their business lives. Emily is a partner at Davis Law Office where she and her law partners strive to live their values through their work every day. Emily lives in Saint Louis Park with her spouse and their three kids (7), (4) and (2). Emily is delighted to be a part of SLP Nest and hopes that it will grow and thrive until her own children are old enough to benefit from it!

**Lara Cleveland** is a Senior Research Scientist at the University of Minnesota's Institute for Social Research and Data Innovation. She holds a PhD in Sociology from the University of Minnesota and specializes in research methods, sociology of organizations, and sociology of law. She joined the board of SLP Nest in the Spring of 2017 with enthusiasm for the whole concept. She serves SLP Nest by contributing to technical writing, grant proposals and program evaluation. Lara's family includes 2 daughters currently attending St. Louis Park Senior High.

**Janine Crump** grew up in St. Louis Park and is an SLP Grad. She is the parent of three SLP students who attend the High School, Middle School, and Peter Hobart. Since 2015 Janine has enjoyed helping students develop a vision of the SLP Nest and bringing their dreams closer to reality. She also adds strengths from her current career as an Interior Designer. She has been creating corporate office space to support team needs and accelerate business for General Mills as a Workplace Planner for 16 years.

**Maija Jaaska** has been an SLP resident since 2004 (before, and while, working 15+ years with the Minneapolis City Attorney's Office prosecution team). She has a passion for content development, social media, editing, and the growth of the SLP community. Maija's drive guides her to reach out to community leaders to bolster the growth of independent initiatives that embolden youth ideas like Nest. As a local resident, Maija is deeply involved in the progress of her neighborhood and providing support for her fellow SLP residents.

**Sara Kietzmann** is a 20 year resident of "the park" and is heavily involved in the community. Sara is employed at The Bakken Museum as Manager of Finance and Administration. She is mission oriented and loves using her financial skills to support small nonprofits that she is passionate about. Her board experience includes SLP Nest, Bricks to Bread and SLP Middle School Site Council, all located in St. Louis Park. Sara is the biggest fan of her two teenagers, ages 14 and 16.





## VII. Management and Organization

### Adult Board Members and Volunteers

**Thom Miller** is a current St. Louis Park City Council Member At-Large. He and his wife Karin have lived in SLP for 18 years where they are raising three children, ages 16, 16, and 20, all of whom have had great experiences in the St. Louis Park School District. During the day, Thom is a Director of Sales for a global manufacturer of home products.

**Tamara Nugteren** has been a St Louis Park resident since 1999 and is the parent of two teens (8th grade daughter and 10th grade son) in the SLP school district. Tamara was formally employed in fields of advertising and marketing. She currently owns *It's About Time Personal & Home Organizing*, is a regular volunteer in our church, our schools, our neighborhood and our community. Tamara was President of the Westwood Hills Neighborhood Association, and Girl Scout Troop Leader and Events and Communications Coordinator President.

**Julia Schmelzer** grew up in the Twin Cities and, for the past 18 years, has called St Louis Park her home. Her daughter (15) and son (13) attend St. Louis Park public schools. Julia is a Product Design Accelerator at General Mills, facilitating cross functional teams developing or improving food products for General Mills for over 18 years. She chairs the board of student and adult volunteers.

**Robb Tronson** has years of experience in developing, managing and monetizing online training content for the real estate industry. He manages all creative and technical vendor relationships as a VP for David Knox Productions, Inc. Robb has worked with students to build and maintain the SLP Nest website. He also contributes to other media- and real estate-related activities of the organization. Robb has lived in St. Louis Park for nearly 20 years and has two daughters (ages 15 and 17) who attend St. Louis Park High School.

## VIII. Financial Plan



The following pages outline the financial plan for the SLP Nest. Highlights of this plan that would interest those vetting the opening and ongoing operation of the SLP Nest including the following:

- Overall, the SLP Nest is a low-revenue, low-expense operation. The financial barriers to entry are low. As stated repeatedly in this business plan, the SLP Nest is primarily a space and secondarily a coffee shop. However, the coffee shop is also a key to future sustainability.
- Staffing of the SLP Nest is outlined on the attached Pro Forma P&L as well as in more detail in the operational portion of this business plan.
- As of the writing of this version of the business plan, the SLP Nest team has already received over \$16,000.00

# SLP Nest Pro Forma Income Statement by Year

	Fiscal 2018/19	Fiscal 2019/20	Fiscal 2020/21	Fiscal 2021/22	Fiscal 2022/23	Comments
SLP NEST Year One	\$ 30,960	\$ 40,248	\$ 52,322	\$ 68,019	\$ 88,425	Coffee Shop Revenue
(September 2018-August 2019)	\$ 9,938					Assuming approximately 30% COGS, 70% MU on all goods, as an average on food and beverage. (average for mix of prepared foods and packaged grocery). Net of Sales Tax.
Revenue Sources	\$ 21,022	\$ 27,328	\$ 35,527	\$ 46,185	\$ 60,040	Coffee Shop Sales Gross Margin. The coffee shop will be open to the public. Students will be offered reduced price or even free (in some cases) items. Limited after school operating hours: 4 hours daily- 3:00pm-7:00pm, including summer. Hours may increase depending on many factors.
	\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255	Event, activity, and learning lab grants. An important part of SLP NEST's mission is to provide relevant learning opportunities on a broad range of topics from mental health to digital technology for teens.
	\$ 55,000	\$ 50,000	\$ 45,000	\$ 35,000	\$ 30,000	Community Giving / Fundraising Events.
	\$ 1,800	\$ 1,854	\$ 1,910	\$ 1,967	\$ 2,026	Public space rental. SLP NEST's coffee shop environment will be available for private events (non school or student oriented) during certain hours at a fee.
<b>Total</b>	<b>\$ 87,822</b>	<b>\$ 89,482</b>	<b>\$ 93,046</b>	<b>\$ 94,079</b>	<b>\$ 103,321</b>	
	<b>Fiscal 2018/19</b>	<b>Fiscal 2019/20</b>	<b>Fiscal 2020/21</b>	<b>Fiscal 2021/22</b>	<b>Fiscal 2022/23</b>	<b>Comments</b>
SLP NEST Year One	\$ 27,300	\$ 36,400	\$ 36,400	\$ 36,400	\$ 36,400	On-Site Youth Development Coordinator. A trained adult supervisor will be on premises when SLP NEST is open. This is a multi-functional position running the coffee shop, interacting with teens, coordinating the non-profit's activities as directed by the board.
(September 2018-August 2019)	\$ 9,100	\$ 9,100	\$ 9,100	\$ 18,200	\$ 18,200	Additional on-site staff as needed later in the fiscal year depending on a number of factors.
Operating and Capital Expense	\$ 7,280	\$ 9,100	\$ 9,100	\$ 10,920	\$ 10,920	Payroll tax and unemployment insurance for on-site staff. 20% of base salary.
	\$ 10,000	\$ 5,000	\$ 5,000			Buildout costs. SLP NEST is planning on donated labor and material. However, some items (refrigerator case, certain furniture) may need to be purchased.
	\$ 14,400	\$ 14,832	\$ 15,277	\$ 15,735	\$ 16,207	Space Lease. 1200 sq. feet at \$12.00 per foot annually for a class C building in the targeted area. (Historic Walker Lake District)
	\$ 7,200	\$ 7,416	\$ 7,638	\$ 7,868	\$ 8,104	Utilities on a 1200 sq ft space \$200, Liability Insurance-\$200, Supplies-\$200. \$600 monthly
	\$ 2,400	\$ 2,472	\$ 2,546	\$ 2,623	\$ 2,701	Wifi Service, \$200 monthly
	\$ 3,600	\$ 3,708	\$ 3,819	\$ 3,934	\$ 4,052	Fundraising, Marketing materials, Bank Fees, Office Supplies, \$300 monthly
<b>Total</b>	<b>\$ 81,280</b>	<b>\$ 88,028</b>	<b>\$ 88,881</b>	<b>\$ 95,679</b>	<b>\$ 96,584</b>	
Operating Reserve	\$6,542	\$1,454	\$4,165	(\$1,600)	\$6,737	Operating Reserve that will remain as cash if not needed.

# SLP Nest Pro Forma Income Statement by Month, Year One

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Fiscal 2018/19	Comments
SLP NEST Year One	\$ 2,580	\$ 2,580	\$ 2,580	\$ 2,580	\$ 2,580	\$ 2,580	\$ 2,580	\$ 2,580	\$ 2,580	\$ 2,580	\$ 2,580	\$ 2,580	\$ 30,960	Coffee Shop Revenue
(September 2018-August 2019)	\$ 828	\$ 828	\$ 828	\$ 828	\$ 828	\$ 828	\$ 828	\$ 828	\$ 828	\$ 828	\$ 828	\$ 828	\$ 9,936	Assuming approximately 30% COGS, 70% MU on all goods as an average on food and beverage. (Average for mix of prepared foods and packaged grocery). Net of Sales Tax.
Revenue Sources	\$ 1,752	\$ 1,752	\$ 1,752	\$ 1,752	\$ 1,752	\$ 1,752	\$ 1,752	\$ 1,752	\$ 1,752	\$ 1,752	\$ 1,752	\$ 1,752	\$ 21,022	Coffee Shop Sales (Gross Margin). The coffee shop will be open to the public. Students will be offered reduced price or even free (in some cases) items. Limited after school operating hours: 4 hours daily, 3:00pm-7:00pm, including summer. Hours may increase depending on many factors.
	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 10,000	Event, activity, and learning lab grants. An important part of SLP NEST's mission is to provide relevant learning opportunities on a broad range of topics from mental health to digital technology for teens.
	\$ 4,583	\$ 4,583	\$ 4,583	\$ 4,583	\$ 4,583	\$ 4,583	\$ 4,583	\$ 4,583	\$ 4,583	\$ 4,583	\$ 4,583	\$ 4,583	\$ 55,000	Community Giving / Fundraising Events
	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 1,800	Public space rental. SLP NEST's coffee shop environment will be available for private events (non school or student oriented) during certain hours at a fee.
<b>Total</b>	<b>\$ 7,318</b>	<b>\$ 7,318</b>	<b>\$ 7,318</b>	<b>\$ 7,318</b>	<b>\$ 7,318</b>	<b>\$ 7,318</b>	<b>\$ 7,318</b>	<b>\$ 7,318</b>	<b>\$ 7,318</b>	<b>\$ 7,318</b>	<b>\$ 7,318</b>	<b>\$ 7,318</b>	<b>\$ 87,822</b>	
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Fiscal 2018/19	Comments
SLP NEST Year One	\$ 2,625	\$ 2,100	\$ 2,100	\$ 2,625	\$ 2,100	\$ 2,100	\$ 2,625	\$ 2,100	\$ 2,100	\$ 2,625	\$ 2,100	\$ 2,100	\$ 27,300	On-site Youth Development Coordinator. A trained adult supervisor will be on premises when SLP NEST is open. This is a multi-functional position running the coffee shop, interacting with teens, coordinating the non-profit's activities as directed by the board.
(September 2018-August 2019)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,750	\$ 1,400	\$ 1,400	\$ 1,750	\$ 1,400	\$ 1,400	\$ 9,100	Additional on-site staff as needed later in the fiscal year depending on a number of factors.
Operating and capital expense	\$ 5,000	\$ 4,20	\$ 4,20	\$ 5,25	\$ 4,20	\$ 4,20	\$ 875	\$ 700	\$ 700	\$ 875	\$ 700	\$ 700	\$ 7,280	Payroll tax and unemployment insurance for on-site staff, 20% of base salary.
	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 14,400	Buildout costs. SLP NEST is planning on donated labor and material. However, some items (refrigerator case, certain furniture) may need to be purchased.
	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 7,200	Space lease, 1200 sq. feet at \$12.00 per foot annually for a class C building in the targeted area. (Historic Walker Lane District)
	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 2,400	Utilities on a 1200 sq ft space. \$200. Liability Insurance \$200. Supplies \$200. \$600 monthly
	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 3,600	Liabilities on a 1200 sq ft space. \$200. Monthly
<b>Total</b>	<b>\$ 10,450</b>	<b>\$ 4,820</b>	<b>\$ 4,820</b>	<b>\$ 5,450</b>	<b>\$ 4,820</b>	<b>\$ 4,820</b>	<b>\$ 7,550</b>	<b>\$ 6,500</b>	<b>\$ 6,500</b>	<b>\$ 7,550</b>	<b>\$ 6,500</b>	<b>\$ 6,500</b>	<b>\$ 81,280</b>	Fundraising, Marketing materials, Bank Fees, Office Supplies, \$300 monthly
Operating Reserve													\$6,542	Operating Reserve that will remain as cash if not needed.

# SLP Nest Retail Sales Projections

Item	Retail	Sales Tax	Net Retail	COGS	Net Markup	Gross Margin After Tax	Units per 4.5 hour shift	Net Retail \$ per 4.5 hour shift	GM \$ per 4.5 hour shift	Net Retail \$ per week	GM \$ per week	Net Retail \$ per month	GM \$ per month
Large Coffee	\$ 2.50	\$ 0.18	\$ 2.33	\$ 0.35	85%	\$ 1.98	12	\$ 27.90	\$ 23.72	\$ 139.50	\$ 118.58	\$ 599.85	\$ 509.87
Small Coffee	\$ 1.50	\$ 0.11	\$ 1.40	\$ 0.21	85%	\$ 1.19	12	\$ 16.74	\$ 14.23	\$ 83.70	\$ 71.15	\$ 359.91	\$ 305.92
Student Coffee	\$ 0.25	\$ 0.02	\$ 0.23	\$ 0.23	0%	-	12	\$ 2.79	-	\$ 13.95	-	\$ 59.99	-
Water	\$ 1.00	\$ 0.07	\$ 0.93	\$ 0.47	50%	\$ 0.47	4	\$ 3.72	\$ 1.86	\$ 18.60	\$ 9.30	\$ 79.98	\$ 39.99
Soda	\$ 1.00	\$ 0.07	\$ 0.93	\$ 0.47	50%	\$ 0.47	4	\$ 3.72	\$ 1.86	\$ 18.60	\$ 9.30	\$ 79.98	\$ 39.99
Juice	\$ 1.00	\$ 0.07	\$ 0.93	\$ 0.47	50%	\$ 0.47	4	\$ 3.72	\$ 1.86	\$ 18.60	\$ 9.30	\$ 79.98	\$ 39.99
Cheesecake Slice	\$ 7.00	\$ 0.49	\$ 6.51	\$ 2.60	60%	\$ 3.91	3	\$ 19.53	\$ 11.72	\$ 97.65	\$ 58.59	\$ 419.90	\$ 251.94
Cookie	\$ 1.00	\$ 0.07	\$ 0.93	\$ 0.28	70%	\$ 0.65	3	\$ 2.79	\$ 1.95	\$ 13.95	\$ 9.77	\$ 59.99	\$ 41.99
Bar	\$ 1.00	\$ 0.07	\$ 0.93	\$ 0.28	70%	\$ 0.65	3	\$ 2.79	\$ 1.95	\$ 13.95	\$ 9.77	\$ 59.99	\$ 41.99
Candy bar	\$ 1.00	\$ 0.07	\$ 0.93	\$ 0.47	50%	\$ 0.47	3	\$ 2.79	\$ 1.40	\$ 13.95	\$ 6.98	\$ 59.99	\$ 29.99
Granola Bar	\$ 1.00	\$ 0.07	\$ 0.93	\$ 0.47	50%	\$ 0.47	4	\$ 3.72	\$ 1.86	\$ 18.60	\$ 9.30	\$ 79.98	\$ 39.99
Sandwich	\$ 5.00	\$ 0.35	\$ 4.65	\$ 1.40	70%	\$ 3.26	4	\$ 18.60	\$ 13.02	\$ 93.00	\$ 65.10	\$ 399.90	\$ 279.93
Chips	\$ 1.50	\$ 0.11	\$ 1.40	\$ 0.70	50%	\$ 0.70	4	\$ 5.58	\$ 2.79	\$ 27.90	\$ 13.95	\$ 119.97	\$ 59.99
Muffin	\$ 2.00	\$ 0.14	\$ 1.86	\$ 0.56	70%	\$ 1.30	3	\$ 5.58	\$ 3.91	\$ 27.90	\$ 19.53	\$ 119.97	\$ 83.98
Totals (avg)	\$ 1.91	\$ 0.13	\$ 1.78	\$ 0.64	58%	\$ 15.95	75	\$ 119.97	\$ 82.12	\$ 599.85	\$ 410.60	\$ 2,579.36	\$ 1,765.56
									68%				68%

\* Doesn't include selling any non-food, including NEST clothing, nor any special event (concerts, etc) sales, food or otherwise.

\* Configuration of items may be different.

\* National Brand (Caribou, Starbucks) Large Coffee retail is approximately \$3.00

\* Assuming 1 - 4 hour shift each weekday, 5 days a week, M-F. Open hours 3-7 pm

\* Prepared foods assume 70% markup, prepared by Muddy Paws Cheesecake Co.

\* Packaged foods assume 50% markup, purchased at wholesale of warehouse retail.

\* Coffee products assume approximately 85% markup.



## VIII. Financial Plan-Fundraising and Development

A nonprofit thrives on community-based and other philanthropic donations for its startup and operating revenues.

SLP Nest funding can be considered in various groupings: Municipal space funding; Space Rental; Community fundraising; Grants and other philanthropic funding; and a unique self sustaining model of revenues from the onsite business enterprise.

- **Community Fundraising:** At the time of composing this business plan, SLP Nest has already received over \$17,000.00 from the community at large and local corporate matching funds. This has been the result of simple announcements and press coverage without any additional fundraising efforts. The SLP Nest Development Committee has a series of other efforts planned, see next page.
- **Municipal Funding:** SLP Nest has asked the City of St. Louis Park to contribute seed funding. This seed funding will signal to the community at-large that this project can become a reality. It is modeled after the municipal funding received by many teen centers in the Minneapolis St. Paul area, though the amount being planned is a tiny fraction of contributions that most cities in the area have made to similar organizations. The seed funding is structured to be phased out within three years as coffee shop sales slowly increase and build-out expenses decrease.
- **Space Rental:** Meeting space for groups is at a premium in St. Louis Park, particularly for space that are for groups of 10 or more. SLP Nest will offer a warm welcoming convenient space for special event rental. Again, this is a common practice at the Hopkins Depot. Rental Rates at SLP Nest would be similar to the Depot. Note that student groups will use the space at no charge.



## VIII. Financial Plan- Fundraising and Development

- **Community Fundraising efforts include:**

- *A fundraising event at the space prior to opening.* This event will be centered on attendees visualizing the specific needs of the SLP Nest ; “Donate a chair here- \$100, donate a light fixture here-\$200” etc. Local musicians are planned to perform, food and drink will be offered, etc.
- *House parties.* Like political fundraisers, our adult board members will be hosting house parties featuring presentations by students utilizing a “launch packet” that has been developed which outlines the various levels of giving and associated “premiums”.
- *Crowdfunding.* The students have created a “Go Fund Me” effort as a part of their regular meetings.
- *Philanthropic contributions.* With the generous help of a local printer, Gleason Printing, the SLP Nest now has professional letterhead and other materials to be used for direct asks of our funding organizations via our launch presentation.
- *Retail fundraisers.* Many local restaurants regularly host evenings in which a portion of the revenues during that time period are contributed to local efforts. A recent event at Parkway Pizza netted SLP Nest over \$400.



## VIII. Financial Plan- Fundraising and Development

- **Grants:** The SLP Development team is pursuing several grants including the following. Many of these grant opportunities are program based, some are operational grants. SLP Nest team's research into these grants has found that many are attainable especially once space and base funding is secured. Then, programming grants can be pursued.
- SLP's Friends of the Arts
- SLP's Community and Youth Development Fund
- Metro Regional Arts Council
- St. Paul Foundation
- St. Louis Park Family Collaborative
- Local Rotary organizations
- Youth Sport Grants (Hennepin County)
- Youth Development Grants (Hennepin County)
- Best Buy
- Grave Foundation
- Weston A Price Foundation
- St. Louis Park Community Foundation
- Bush Foundation
- 21st Century School Fund
- Park Nicollet Foundation
- **Coffee Shop Revenue:** As stated elsewhere in this business plan, a unique feature of the SLP Nest is the coffee shop enterprise. While this enterprise will help sustain SLP NEST, it is not the primary fundraising vehicle.





## IX. Partnerships for Success

Our student and adult board members and community friends have been working on SLP Nest for over two years and have developed a number of critical partnerships. The partnerships will not only help launch SLP Nest , but are critical to the long term success of the operation.

- Gleason Printing
- Perspectives
- SLP Police
- SLP School Board
- SLP Senior High School Student Council
- SLP Community Education Advisory Committee
- SLP Community Clinic Medical Director
- SLP Natural Helpers
- SLP High Achievement Program
- Teaming Up for Teens
- Youth Frontiers





# Appendix 1- The Search Institute's 40 Developmental Assets

**Highlighted Assets are those SLP NEST can help build.**

## 40 Developmental Assets

Search Institute has identified the following building blocks of healthy development that help young people grow up healthy, caring, and responsible. The percentages of young people who report experiencing each asset were gathered from the administration of the *Search Institute Profiles of Student Life: Attitudes and Behaviors* survey of almost 90,000 youth in the 2010 school year.

Asset type	Asset name and definition	
<b>EXTERNAL ASSETS</b>	<b>Support</b>	
	1. <b>Family Support</b> -Family life provides high levels of love and support.	72%
	2. <b>Positive Family Communication</b> -Young person and her or his parent(s) communicate positively, and young person is willing to seek advice and counsel from parents.	32%
	3. <b>Other Adult Relationships</b> -Young person receives support from three or more nonparent adults.	50%
	4. <b>Caring Neighborhood</b> -Young person experiences caring neighbors.	40%
	5. <b>Caring School Climate</b> -School provides a caring, encouraging environment.	35%
	6. <b>Parent Involvement in Schooling</b> -Parent(s) are actively involved in helping young person succeed in school.	33%
	<b>Empowerment</b>	
	7. <b>Community Values Youth</b> -Young person perceives that adults in the community value youth.	25%
	8. <b>Youth as Resources</b> -Young people are given useful roles in the community.	32%
<b>EXTERNAL ASSETS</b>	9. <b>Service to Others</b> -Young person serves in the community one hour or more per week.	50%
	10. <b>Safety</b> -Young person feels safe at home, school, and in the neighborhood.	54%
	<b>Boundaries &amp; Expectations</b>	
	11. <b>Family Boundaries</b> -Family has clear rules and consequences and monitors the young person's whereabouts.	47%
	12. <b>School Boundaries</b> -School provides clear rules and consequences.	56%
	13. <b>Neighborhood Boundaries</b> -Neighbors take responsibility for monitoring young people's behavior.	48%
	14. <b>Adult Role Models</b> -Parent(s) and other adults model positive, responsible behavior.	28%
	15. <b>Positive Peer Influence</b> -Young person's best friends model responsible behavior.	68%
	16. <b>High Expectations</b> -Both parent(s) and teachers encourage the young person to do well.	55%
	<b>Constructive Use of Time</b>	
<b>INTERNAL ASSETS</b>	17. <b>Creative Activities</b> -Young person spends three or more hours per week in lessons or practice in music, theater, or other arts.	20%
	18. <b>Youth Programs</b> -Young person spends three or more hours per week in sports, clubs, or organizations at school and/or in the community.	61%
	19. <b>Religious Community</b> -Young person spends one or more hours per week in activities in a religious institution.	51%
	20. <b>Time at Home</b> -Young person is out with friends "with nothing special to do" two or fewer nights per week.	56%
	<b>Commitment to Learning</b>	
	21. <b>Achievement Motivation</b> -Young person is motivated to do well in school.	71%
	22. <b>School Engagement</b> -Young person is actively engaged in learning.	62%
	23. <b>Homework</b> -Young person reports doing at least one hour of homework every school day.	53%
	24. <b>Bonding to School</b> -Young person cares about her or his school.	61%
	25. <b>Reading for Pleasure</b> -Young person reads for pleasure three or more hours per week.	23%
<b>INTERNAL ASSETS</b>	<b>Positive Values</b>	
	26. <b>Caring</b> -Young person places high value on helping other people.	52%
	27. <b>Equality and Social Justice</b> -Young person places high value on promoting equality and reducing hunger and poverty.	54%
	28. <b>Integrity</b> -Young person acts on convictions and stands up for her or his beliefs.	71%
	29. <b>Honesty</b> -Young person "tells the truth even when it is not easy."	69%
	30. <b>Responsibility</b> -Young person accepts and takes personal responsibility.	67%
	31. <b>Restraint</b> -Young person believes it is important not to be sexually active or to use alcohol or other drugs.	47%
	<b>Social Competencies</b>	
	32. <b>Planning and Decision Making</b> -Young person knows how to plan ahead and make choices.	33%
	33. <b>Interpersonal Competence</b> -Young person has empathy, sensitivity, and friendship skills.	48%
<b>INTERNAL ASSETS</b>	34. <b>Cultural Competence</b> -Young person has knowledge of and comfort with people of different cultural/racial/ethnic backgrounds.	42%
	35. <b>Resistance Skills</b> -Young person can resist negative peer pressure and dangerous situations.	45%
	36. <b>Peaceful Conflict Resolution</b> -Young person seeks to resolve conflict nonviolently.	44%
	<b>Positive Identity</b>	
	37. <b>Personal Power</b> -Young person feels he or she has control over "things that happen to me."	45%
	38. <b>Self-Esteem</b> -Young person reports having a high self-esteem.	52%
	39. <b>Sense of Purpose</b> -Young person reports that "my life has purpose."	63%
<b>INTERNAL ASSETS</b>	40. <b>Positive view of personal future</b> -Young person is optimistic about her or his personal future.	75%

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# Appendix 2- SLP Nest By-Laws

## BYLAWS OF SLP Nest

### ARTICLE I-NAME AND PURPOSE

**Section 1—Name:** The name of the organization shall be SLP Nest. It shall be a nonprofit organization incorporated under the laws of the state of Minnesota.

**Section 2-Purpose:** SLP Nest is organized exclusively for charitable and educational purposes as specified in section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

The purpose of this corporation is to:

- Provide a safe, substance-free, welcoming and inclusive space for youth to gather and connect; share food and beverages; and engage in unstructured recreational, educational, artistic or social activities
- Build work, life and leadership skills among St. Louis Park youth by invoking them in the governance of the organization, including recruitment of donors and volunteers; management of facility operations, and organizing of activities that enrich the lives of all St. Louis Park youth
- Build relationships among community members and youth by providing opportunities for intergenerational exchange, organized and led by youth members

### ARTICLE II-MEMBERSHIP

**Section 1-Membership:** This organization has no Members.

### Article III-BOARD OF DIRECTORS

**Section 1-Board role, size, and compensation:** the board is responsible for overall policy and direction of the association, and delegates the responsibility of day-to-day operations to the staff and committees. The board shall have up to 12 student members and 10 adult members, but no fewer than 5 student members and 3 adult members. The board receives no compensation other than reasonable expenses.

**Section 2-Terms:** All adult board members shall serve two-year terms, but are eligible for re-election for the maximum cumulative number of terms allowed by law (or... “are eligible for re-election for up to four consecutive terms”). All student board members shall serve one-year terms, but are eligible for re-election for up to four consecutive terms. Do we need to be re-elected, or can we just say, “auto-renewal, exit the Fall after graduation”





# Appendix 2- SLP Nest By-Laws

(cont)

**Section 3-*Meetings and Notice:*** The board shall meet at least quarterly, at an agreed upon time and place. An official board meeting requires that each board member have written notice at least five days in advance.

**Section 4-*Board Elections:*** During the last quarter of each fiscal year of the corporation, the board of directors shall elect directors to replace those whose terms will expire at the end of the fiscal year, if any. This election shall take place during a regular meeting of the directors called in accordance with the provisions of these bylaws.

**Section 5-*Election Procedures:*** New directors shall be elected by a majority of directors present at such a meeting, provided there is a quorum present. Directors so elected shall serve a term beginning on the first day of the next fiscal year.

**Section 6-*Quorum:*** A quorum must be attended by at least forty percent of the adult board members and forty percent of the student members for business transactions to take place and motions to pass.

**Section 7-*Officers and Duties:*** There shall be four adult officers of the board and four student officers of the board, consisting of a Chair/Student Chair, Chair of Operations/Student Chair of Operations, Administrator/Student Administrator, and Treasurer/Student Treasurer. Their duties are as follows:

*The Chair* shall govern regularly scheduled board meetings, shall preside or arrange for other members of the Executive Committee to preside at each meeting in the following order: chair of operations, administrator, then the treasurer.

*The Vice Chair* shall chair committees on special subjects as designated by the board.

*The Administrator* shall be responsible for keeping records of the board actions, including overseeing the taking of minutes at all board meetings, sending out meeting announcements, distributing copies of the minutes and the agenda to each board member, and assuring that corporate records are maintained including the annual registrations at the secretary of state office.

*The Treasurer* shall make a report at each board meeting. The treasurer shall chair the finance committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to board members and the public.

**Section 8-*Vacancies:*** When a vacancy on the board exists mid-term, the administrator must receive nominations for new members from present board members two weeks in advance of a board meeting. The nominations shall be sent out to board members with the regular board meeting announcements, to be voted upon at the next board meeting. These vacancies will be filled only at the end of the particular board member's term.

**Section 9-*Resignation, Termination, and Absences:*** Resignation from the board must be in writing and received by the Administrator. A board member shall be terminated from



# Appendix 2- SLP Nest By-Laws

(cont)

the board due to excess absences, and/or more than two unexcused absences from board meetings in a year. A board member may be removed for other reasons by a three-fourths vote of the remaining members.

**Section 10-Special Meetings:** Special meetings of the board shall be called upon the request of the Chair, or one third of the board. Notices of the special meetings shall be sent out by the Administrator to each board member at least two weeks in advance.

## ARTICLE IV-COMMITTEES

**Section 1-Committee formation:** The board may create committees as needed, such as executive, finance, programming, facility/operations, or other committees needed to carry out its purpose. The board Chair appoints all committee chairs.

**Section 2-Executive Committee:** The four adult officers and the four student officers serve as the members of the executive committee. Except for the power to amend the articles of incorporation and bylaws, the Executive Committee shall have all the powers and authority of the board of directors in the intervals between meetings of the board of directors, and is subject to the direction and control of the board.

**Section 3-Finance Committee:** The treasurer and student treasurer is the chair of the Finance Committee, which includes three other board members. The Finance Committee is responsible for developing and reviewing fiscal procedures, fundraising plans, and annual budgets with staff and other board members. The board must approve the budget and all expenditures must be within the budget. Any major change in the budget must be approved by the board or the Executive Committee. The fiscal year shall begin September 1 through August 31. Annual reports are required to be submitted to the board showing income, expenditures and pending income. The financial records of the organization are public information and shall be made available to board members and the public.

## ARTICLE V-EXECUTIVE DIRECTOR AND STAFF

**Section 1-Executive Director:** In the event that the board of directors determines that the organization should hire an executive director, the executive director is hired by the board. The executive director has day-to-day responsibilities for the organization, including carrying out the organization's goals and policies. The executive director will attend all board meetings, report on the progress of the organization, answer questions of the board members and carry out the duties described in the job description. The board can designate other duties as necessary.

## ARTICLE VI-AMENDMENTS

**Section 1-Amendments:** These bylaws may be amended when necessary by two-thirds majority of the board of directors. Proposed amendments must be submitted to the administrator to be sent out with regular board announcements.



# Appendix 2- SLP Nest By-Laws

(cont)

## ARTICLE VII - POLITICAL ACTION

This organization shall not participate in any political activity. The Association shall neither directly participate in nor intervene, which includes the publication or distribution of statements, in any political campaign on behalf of or in opposition to any candidate for public office.

## CERTIFICATION

These bylaws were approved at a meeting of the board of directors by a two-thirds majority vote on 7/26/17, 2017.

Tamara Nugteren  
Administrator

Date: 7/26/17





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