

Board Packet August 2020





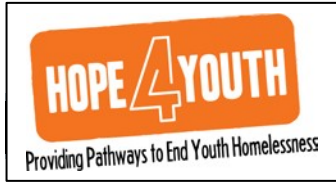
BOARD OF DIRECTORS MEETING

Monday, August 24th, 2020
5 – 7:00pm
Meeting Location: Virtual/Call In

AGENDA	TIME
• Call to Order (Chris Warner)	5:00p
• Welcome/Introductions (Chris Warner)	5:01p
• Approve Agenda (Chris Warner)	5:03p
• Approval of Minutes (Chris Warner)	5:04p
• Mission Moment (Linda Bryant)	5:05p
○ Spotlight:	
• Executive Directors Report (Linda Bryant)	5:15p
• Financial Report (Sara Nohner)	5:25p
• Advancement Report (Linda Bryant)	5:40p
• Program Report (Mark McNamer)	5:45p
• Committee Reports	5:50p
○ Strategic Planning Committee – Jennifer Stone	
○ Development Committee – Stephen Nash	
○ Nominations Committee – Sue Woodard	
• New Business (Chris Warner)	6:00p
• Action Item Recap (Chris Warner)	6:25p
• Adjourn to a Closed Meeting of Board Members (Chris Warner)	6:30p
• Board Meeting Adjourn (Chris Warner)	7:00p

Board Meeting Minutes June 2020





BOARD OF DIRECTORS MEETING

Mission: Providing pathways to end youth homelessness.

Monday, June 22, 2020- VIRTUAL/ CALL IN MEETING

Board Members In attendance: Chris Warner, Chair; Stephen Spears, Vice Chair; Marina Bressler, Secretary; Sarah Nohner, Sean Haag, Sue Woodard, Jennifer Stone, Mark Nolen, Stephen Nash

Staff In attendance: Linda Bryant, Executive Director; Mark McNamer, Director of Programs; Julie Fliflet, Director of Finance and Administration; Jayne DeJong, Prevention Specialist; John Stark, Executive Assistant

AGENDA

Call to Order (Chris Warner) 5:00 pm

CHRIS: Two quick announcements:

From board perspective, Sara and Jim Stuart have let Chris know they will not be continuing with the board.

With Sara leaving, we will need someone to step into the treasurer position. The quicker we can identify the board member stepping into that role, the sooner we can transition (end of September)

Two board members are up at end of FY 20, Jen and Sean Haag have agreed to extend their terms.

Approve Agenda (Chris Warner) 5:03 pm

Motion from Sue Woodard to approve the agenda for today's meeting, seconded by Jen Stone. Motion Carried.

Approve Minutes (Chris Warner) 5:04 pm

Motion from Marina to approve minutes from the May 18 2020 board meeting, seconded by Sue Woodard. Motion Carried.

Mission Moment- CIRCLE 4 HOPE and Architecting for Good (A4G) (Jayne DeJong) 5:05 pm

Board chair Chris Warner introduce Jayne DeJong, Prevention Specialist

JAYNE: Thanks for having me. It's my pleasure to be here, to see you all, and to meet with all of you. I am the prevention specialist at HOPE 4 Youth, hired a year ago, but I know HOPE 4 Youth since it's inception, and being a mentor in the DIC. But that's my background. I just came up on my one year anniversary. And I get to talk with you tonight about prevention. Which I am very excited about.

As you may expect, prevention is a more proactive approach to disrupting or interrupting a situation before a crisis hits. So we look at things like Social emotional well being, permanent connections, employment or education and housing- the federal impact areas. That's the focus of prevention. Most of our programs will focus on that.

I want to walk through the CIRCLE 4 HOPE program with you. In 2018 conversations began about a school based intervention initiative. In 2019 the CIRCLE 4 HOPE Pilot was launched at Excell Academy in a very informal way, semi formal way. In summer of 2019 it was redesigned and put in the Excell Academy school as an official pilot program. The whole concept for the idea of prevention is to put longer term relations around youth at risk. It would be putting two trained adults in the classroom to walk along kids for a longer period of time.

Trained volunteers paired with elementary and middle school kids one hour two days a week to build longer term relationships and provide realtime support and resources.

And we have community partners too, who help bring in the resources. This is specific to Excell Academy, but will hopefully be expanded to Anoka Hennepin this coming fall. So there's a list of the longterm and short term partners we've worked with this past fall. I can tell you more about how they provide support if you like.

At the top right you'll see a letter from the social worker from Excell academy. Excell academy was a great place to try this as a pilot.

The outcomes from the prevention program: educational/ vocational outcomes- that's happening with adults happening alongside kids and encouraging them to do their best and thrive. Social emotional wellbeing is also one of the outcomes. The adults give encouragement to strengthen resilience and connect with their families also for support. CIRCLE 4 HOPE also connects youth to their basic needs and housing supports.

In School year 2019-2020, 350 students got backpacks, 100 times the supply cabinet was accessed, basic needs were met, mittens were purchased and donated, eye glasses, 4 families were referred to housing supports, and a donor helped getting technology for distance learning, a donor donated three personal computers, books were donated, and some turkeys were donated around Thanksgiving. About 150 students were touchpoints, in the sense that we had mentors in those classrooms. Some in 1st and 2nd and some in 6th and 7th.

At the bottom of the document you'll see comments from Ann, who started with the first graders last year. And walked alongside them this year. And that's changed completely when COVID hit. Volunteers have been sending notes through teachers and technology.

Any questions?

I was asked to talk about Architecting 4 Good (A4G) as well.

In may of 2019 A4G, a group of business architects, selected HOPE 4 Youth and partnered with us to help us better achieve our mission. We are the first nonprofit to benefit from this wonderful work. Business architects reveal how a business is structured and reveal how elements fit together. They help scale organizations if needed.

One of the key things I learned is that it's the what, not the how. They take what we've been doing and put it on paper. They looked at two of our models, the DIC and Prevention. It included scaling the model, for revenue stream.

We put prevention on paper, and looked at everything that we're doing in the schools.

CIRCLE, I should mention, is an acronym. Caring Individuals Reaching Communities and Leading to Excellence. The idea is placing important adults around youth in different capacities- mentors, community partners, and so on.

A4G helped frame our existing programs, sharpened our focus, identified our challenges, and looked at our capabilities.

We had work sessions every week for a year, looking at DIC and prevention. Cheryl Jensen jumped into the DIC side and I led the prevention side. This is an example of the work we did. We brainstormed and put things up on the whiteboard about who our client is. The business model canvas is included in the appendix.

The value prop is there, we were taking the client into consideration and what value we bring the client (the school). We looked at pains and gains, outcomes that meet those needs, products and services. It's pretty self explanatory.

The goal is to educate youth, we have to fit within this model. Prove that we are an asset to the school while meeting the needs of the youth.

The customer journey map, is external facing, for the school. It looks at the different activities and processes related to analyzing the CIRCLE 4 HOPE program and how it fits in a school.

Strategy and capabilities, and objectives, are what we assessed, the different elements to our program. The ones that are highlighted are the ones A4G took into consideration.

This next page defines the strategies and how they fit within the supportive capabilities we offer. A One doesn't mean poor, just means we don't have the capability in place.

This is a sample of the numbers. A4G interviewed everyone involved with these programs: H4Y Staff, school staff, volunteers- all people involved in the program were put in this assessment document/ summary. Gives a snapshot of what we looked like in that point of time.

This is what they call the deliverables: things HOPE 4 Youth has that we did not have before. How we can use this business strategy to move forward. The whole idea of A4G is that it's on paper so we can all talk the same language and have something to refer to. A4G is willing to come back and coach us around all the different capabilities we have. Or we could hire them as consultants.

We were able to present at the A4G summit in December, H4Y was featured in a breakout session.

Do you have any questions about business architecting or CIRCLE 4 HOPE?

EXCELL academy is distance learning. Our volunteers in the classroom are ementors, working more directly with the social worker to bring more supports around youth and their families. That would be the model taken into Anoka Hennepin, working directly with the social workers in the schools, in the elementary and middle school classrooms.

Questions?

CHRIS: Jayne, that was a lead in to one of my questions, what does CIRCLE look like in a virtual environment. The hope is next fall students might be back in the classroom. What has the engagement looked like the last few months and how are we for planning for the fall?

JAYNE: The last few months has been online. Voluntnears connecting through the teachers to the students .Excell academy is a public charter and the teachers have been very busy, as have many teachers. We do not have direct access to the students, because there are legalities and privacy related to that. But we can connect with them through the teachers. The classroom volunteers have sent messages to the teachers, which are shared in the morning meetings.

The kids know who HOPE 4 Youth volunteers are and the teachers know our purpose also. At this point if there is a need that came up, then I would meet with the social worker and we would figure out a way to meet that need. The mentoring piece is through the volunteer online through the teacher.

They did not guarantee us a space for the fall because of social distancing,

They did not guarantee us a place in the fall because of spacing social distancing but we're

we're trying to figure out a way to do that there are several people and businesses that do e-mentoring so it could be that we go. Route I think the key piece is going to be a connection to the social worker and identifying Youth and Families we're struggling and need some resources and connecting with them directly and providing those resources

CHRIS: With the assessment Results that came in,, have we went to the exercise of identifying what we think are the top priorities, what we want to dig into, and what that plan is? I would assume that being in the state of Limbo with being virtual that may impact that, but knowing that there are opportunities for us to look at, what's the plan to address or prioritize those going forward?

JAYNE: Mark Linda and I are talking about what that looks like. Mark, do you want to speak to that?

MARK: We are trying to utilize architecture, good information is programmatic that we can use across the organization. So really trying to look at that piece and then also, what's this look like middle school or High School in Anoka Hennepin for example? And then how do we implement a service there to address what's missing I think was a big piece from what Jayne said, she talked about this being a pilot so it's really about figuring out what we were missing a huge piece was the lack of in engagement with families so if it does is a true prevention program we're going to need to do some work with families

And I was going to talk a little bit about the overall organizational mapping project when I spoke later but I think now is a good time to throw that out there I've been working on mapping the organization, how youth get into the organization and how they get the services they need and how we move them along through the process of reaching outcomes. I think the A4G with that will be really valuable Sort of a longer winded answer than you wanted but that's sort of where we're at and what we're looking at and that's Anoka Hennepin and hopefully a piloting something up there for the next school year. It would not have been the entire District obviously that would be quite the undertaking, but really utilizing this service and how do we utilize other services within the organization like our housing, hope homes, our mentoring volunteers, to really engage and help Jayne move this program along

JAYNE: And what I would say is it might look different, the different kind of service we can offer, but there are some measurements out there for social emotional well-being which is one of the four Federal outcomes. There's a curriculum for that and the curriculum is in place at Excell. We can work e-mentoring into that. We can actually measure Wellness along with social emotional well-being. The permanent connection piece is important also. They kind of go hand-in-hand.

CHRIS Great thank you so much. Any other questions for Jane around CIRCLE or for Architecting for Good?

LINDA: Chris I just want to add I think it's important that we bring some of our mission programs to the forefront for the mission moment because we don't necessarily present statistics and data on these programs but I want to make sure that we highlight to the board the good work that has gone on over the course of this past year and what direction we plan on moving on in terms of 2020 and 2021.

CHRIS: Yeah, and I really appreciate it. We talked about getting the information before hand, and then having the program spoke to and allowing opportunity for questions is a great way to

continue the education of the board and around all of our programs as well.

SUE: I want to give a big thank you to you because this is-- I was involved in the very early stages of this when the opportunity first came up and I know that it's looking like an iceberg where you see the very tip top of it but this represents a mountain of work by a lot of people with huge hearts and a lot of expertise and so it's really cool to see this progressing in the way that it has, and come to a good result, with the good path forward. So this is really exciting. Thank you for all the hard work that went into it.

JAYNE: You are welcome.

CHRIS: Any other questions for Jayne? *No questions.*

CHRIS: Thank you very much for your time Jayne and thank you for the hard work that you continue to put in. It's a huge effort and it's something that our kids need. So thank you so much.

JAYNE: You're welcome. You know this was new for me I've never done business strategy before so this was a learning thing for me too but it's very valuable so thank you for your support in this. On just a side note to the drop-in center has a bunch of documents related to the study also that you do not have, drop-in sound of model, I'll get those to John and he will get those to you. Thank you all.

CHRIS: Thank you.

Financial Reports (Sarah Nohner) 5:25 pm

-Profit and Loss Report

Another month and we finished favorable to our plan. In both revenue and expenses once again. There's a few give and takes in the revenue side. Not surprising, donations did come in underplanned. Some of that may be due to COVID, but Jane and Julie expressed that we're still trying to get a good baseline number of what donations should be on a monthly basis. We'll keep monitoring that. The past two months we did come in under, so it's not a surprise. We're not exactly s

JULIE: One thing to add: when I was asking Jane, I wasn't involved in putting the budget together. The 40k actual is very comparable to our historic donations, but we had budgeted for a significant amount of growth. That's what we're not seeing. That's what we're not attaining in our budget actual We're not actually low from what we were getting last year.

SARAH: Thank you Julie. Hopefully that helps ease questions a little bit. A couple of good foundations that came through for the month was ECMC was 20,000 and Pohlard was 30,000. These are related to COVID type grants and it was nice to get them in this past month.

Expenses we came in, within 10,000 give or take within expenses, pretty darn close. We had our full headcount for the month, so that was good. We will probably see some favorability as Andrea is stepping off and we are looking to replace her in the coming

months.

Overall I sound like a broken record, but I've never had too much doubt about our financial stability. It has been a pleasure to look at our finances every month. We're at an 80% cash allocation so that's good.

Our cash is still climbing. We're at about 8.5 months of average expenses on hand. A healthy spot there, especially if COVID continues to prolong things. Especially if we aren't able to do that Gala at 100%. These extra funds will give us a good soft landing spot if we need it.

One other thing I wanted to call out: the PPP loan we did receive, but it's sitting in our liabilities line right now. We are waiting to get final confirmation on that. There's lots of changes to the rules and regulations. So Julie was talking through a lot of those. We're waiting to see what that officially looks like. The time period we're supposed to use it has changed weekly, or monthly. Sounds like it could be extended to 24 months.

Julie: 24 weeks.

SARAH: 24 weeks, sorry.

JULIE: When we first got the loan we had 8 weeks to use it from loan origination date. For us May 4th is a loan origination date but now for Hope 4Youth there really is no question that we will be able to spend all this money we will have 100% loan forgiveness of the total 155 based on the parameters. It was a little tight for us with the 8-week time frame because we do have some salaries that are funded by other grants and they don't allow the duplicative amounts and double-dipping. I was doing a lot of work and forecasting to see how that was going to come into play we were really careful and using up our OEO funds. So they wouldn't conflict and some of those other things and then they went and changed the parameters we have 24 weeks and now there's no question.

We could probably take all the program stuff out of the equation and spend all the money just on admin and mortgage interest and utilities and we really have no concerns about loan forgiveness. We're just waiting for them to finalize their rules on that and their application for loan forgiveness. they just changed the application. the new one came out last Thursday/ I'm not convinced yet it'll be the final iteration even, to be honest with you. Once they have their ducks in a row and final rules on that we'll begin the process of loan forgiveness application and we will book the journal entries to bring the loan forgiveness in revenue on the books.

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Awesome thanks for the additional detail Julie so with that all kind of pause and see if there's any questions out there as far as the p&I I'll have Julie kind of dive into our budgeting schedule for the next season she put together a nice timeline so we can go through with that but first I wanted to pause for questions if there are any

SEAN: Hey Sarah it's Sean you brought up something that was top of mind for me and knowing that we don't have another board meeting until the end of August, how do things stand relative to the gala at this point in terms of planning and our thoughts on contingencies?

SARAH: Yeah that's a great question I might let Julie or Linda take that one.

LINDA: I'll answer that since Andrea has left we have our first meeting next week and most likely will be a virtual event because the new event person has experience with virtual Galas. So the goal is to rather err on the side of safety and ensure that we can pull that event off, So there will be a virtual event and we do have plans to move forward. There could be a change in the date and move it back further. A lot of organizations have moved their events back further into the fall in terms of Galas, quite a few of them for nonprofits in the month of October. So it will happen we just want to ensure that we have the date secured for that.

Mark Nolan are there any deposits or anything that we would need to recover for the gala and we might have reserved too?

Linda: I would have to work with the staff on who manages that this week and I meet with Brooke actually this week to look at what we did reserve and we will move forward from there.

SEAN Yeah I certainly hope not. I know at least when the business side of things we're having to cancel a lot of meetings and hotels have been very accommodating from the outside of it.

SARAH: All right any other questions or I'll let Julie go over this fun budgeting schedule.

Julie it's hard to believe for some of you probably that were already talking about 2021 budgeting. Nut you know we sat down, Jane and myself, we put our heads together around what this budgeting timeline might look like. With me coming in new and how could we pull this off, and we decided to sort of lay out by month here what we hope to accomplish each month. Starting this month with the month of June we're tasking ourselves with developing a new budget process. We have several goals there that we've identified as part of the process but we really want to develop tools and templates and get information in a really easy to use format for the directors and managers so they're involved the more in the process, not only in the process

of doing the budgeting, but developing these tools that then could be used to help them be involved in managing the budget as we go forward during the fiscal year

So that's definitely one of our goals. We want to assure some really good documentation on those assumptions and decision points so we can be really transparent with you in our presentation so that you have a very good handle on what were those decision point that went into developing a budget. That's where I feel as a finance committee and a board you guys should push back and say whether you're comfortable enough with our assumptions. And we hope to develop a very good about to reporting packet that we can use for presentation. We really need to create some new processes for accurately reporting time, salaries, and benefits, and allocating our space across all departments. Some of those things having to do with our allocations of any kind or time reporting. It starts with really asking and developing a new process for staff to account for things in different departments. One specific example we have right now is we don't track the time associated with our events for example.

It's really hard to truly get a handle on what they're costing us and what they're costing us in terms of time and whether or not we're improving in those areas. So for an organization, a Social Service, am organization with 65% of our budget that is salaries and benefits- that being our biggest expense- we want to have a better process for accounting for that and allocating that across things appropriately. And doing that then that will also allow us to put together a better financial reporting package for you or the Finance Committee for these board reports, like we're doing now and really show you true cost for program or activity area.

So that's our ultimate goal here and it kind of starts with need to develop a budget around that and then being able to report out on that during the year. So I don't think I need to go through a lot of what's going to happen each month.

This month we're concentrating on putting this process in place will get our initial numbers developed for draft share them with the finance committee in August and get some feedback and good adjustments that they may want us to make incorporate those and bring them back for final approval in September. We'll get ready to start the new fiscal year October 1st.

So that is a tight timeline because these are some big things that we need to put in place. These aren't small little processes I would say, these are agency-wide things that we need to train staff on and incorporate into time reporting as an every two weeks process for them and it's going to be new for them and probably not super popular at first so I'm taking our time to bring stuff along those processes. Rolling out those processes is important .

SARAH: I just want to let you know that this is music to my ears. We're going to be able to report by project and by department and also put accountability back on some of the directors and making sure that they understand what their numbers are. I think that's been a piece has been missing a little bit. Jane's known everything and so just spreading of acumen across everyone is great, so I really appreciate the work you're doing here. And then the final thing I think we wanted to talk about is this signature and spending Authority policy. Did you want to set it up, Julie?

JULIE: Yeah I can set that up for you. This particular- bringing it today is really precipitated by a request from one of our government funders. I think it's the Department of Human Services, but they need these. When we get their grants they request these, they request to see the board resolution of when this was adopted and those sorts of things. By approving this today, this isn't set in stone. You could literally change this next month if there's anything that ever comes up

that needs to be added or Etc. But we definitely do not have a policy in place today with the proper titles for Linda and myself and incorporated into those sorts of things. And we sort of had an immediate needs them for because of a request from a funder to send ours over, so I don't know even the history of sending these through or what you've seen in the past but it's

It establishes the different documents that require the board to sign versus what Linda and I could sign internally. In terms of spending authority, basically the bottom line is most expenses for the organization are approved by the board and that's done as part of the budget process. So my goal is to be very transparent with you with was included in that budget you will approve that and the rest in the spending Authority is for those unexpected things that come up during the year. And it basically allows through dual approval of Linda and myself to approve up to \$5,000 for those unexpected things and anything over \$5,000 would need to go through the board

Most everything is board approved in terms of expenditures through budget but it does allow for some of those things as they come up during the year to be addressed as well. Other than that I might just open it up for questions in terms of the actual parameters.

CHRIS: So Sarah this might be more of a question for you. Is there any conflict with the bylaws regarding this policy? I don't believe there's anything in the by-laws around it but I want to make sure we don't... Linda, you're shaking your head no.

SARAH: That's a good question, I don't I was just thinking we had a purchasing thing of anything over \$2500 it had to get multiple vendors for quotes or something like that but I don't think we had anything like this. I'm surprised we haven't yet.

LINDA And this wouldn't be sitting in the by-laws; this is more internal controls for us as staff

CHRIS: I would agree. I would just add as we've Been reviewing the bylaws every now and then there's something creative in there.

General Agreement

LINDA: We're in the process of updating the bylaws now. There is no conflict with was written the bylaws with this document/

Marina: And we did have a financial policy. Remember Sarah when we went through the whole thing with how we would treat investment accounts and things like that? I assume this is kind of incorporating some of those things we'd already decided about signing Authority and limits because we did have some documentation on that.

SARAH I think yeah that's a separate policy, but yeah that is we had just put that through about a year ago about the investment policy..

CHRIS And it is different right because it is a big difference between the management of funds and the direct expenditure.

SUE But we did go through a whole process. We were talking about, I think, things that have this level of signatures and I think we had something like that in place and now that you say this, I'm wondering did this not somehow get transferred through? I mean it's always good to revisit and sharpen these things up, but there was something like that in place.. So is this replacing that, Sarah?

SARAH We didn't even address this in the finance committee so it's the first I've seen it.

SUE I know Lisa had something cuz I remember going through this a couple of years ago as I said I can't have covered everything so this is probably going to just supersede anything that's out there previously that's how I see it.

CHRIS And this is separate from the investment policy

SUE Right right and I'm saying but there is something out there where we did address certain of these things.

SARAH: Right, there is a document where Lisa had certain levels of I think it was structured around 2,500 r5000 I think

LINDA I think it by losses a certain level of spending Authority that's approved by the board for the organization but this document specifically is a document that we have to have show proof that their internal controls of the organization that are separate from the operational

SUE got it. Makes sense

LINDA yeah the board used to have that over the organization

SARAH so are you looking for us to vote on this Julie is Just 4 review

JULIE Yes we are actually looking for a resolution to approve this policy and that's what it says right there in the title of this and that's how it sits in our documents as approved by the board by resolution on 6/22 I can be a very simple resolution to approve the signature in spending Authority policy has presented but then they may even ask us for the minutes to show that the policy was adopted so...

SARAH And this is some Hope for Youth policy.

JULIE Yes we keep this in finances as long with the other organizations financial policy it's my obligation to ensure that the organization follows this and updated as needed as the finance director would be charged with that. Which is very normal for me this is pretty standard I would say as far as policy that funders, especially government funders, ask for.

SARAH I think what she was questioning and maybe me to a little bit as we have provided something in the past for all these grants and proposals and things like that this is just putting in more as an official policy and policy and procedures?

MARINA this is Marina and I wanted to share that I was just looking at the information we've documented out there this is somewhat related what we have is a statement of fiscal policies and procedures. Did you guys review that?

JULIE Yes this is different, but I know what you're talking about Marina

MARINA Yes I think this would need to be revisited, as it does speak to the authority of delegating the thresholds and things like that so...

JULIE I think this is included in there you have it in front of you from my recollection there's a lot of internal control procedures in there but we weren't able to put our hands on anything that was a specific spending and signature Authority document as this one is which is why we wanted to get one in place. I think.

CHRIS My concern is that there may be an overlap or contradiction in our policies.

SUE That is my concern also Chris

CHRIS At this point as we look at this in the board packet I would feel more comfortable if we could do a quick comparison of the existing policy and this one to ensure that there is no circumventing or offering of conflicting information, because I think that also could be detrimental. Right? We want to make sure there's consistency.

MARINA The item that is out in the Dropbox is version 2.0 last updated February 2018 statement of fiscal policy and procedures. I would support the idea of having that reviewed and stood up against the new proposal just to make sure that they are consistent.

SUE And If one supersedes the other let's just make it a clear with revisions.

CHRIS And if the Signature and Spending Authority policy stands on its own, Julie, I think we're good just to do that. So I would say we have this, we may have to update the date on it, If a take away then can be to review the other policy and then send an update with the nuances or differences if there are any crossover, And then either an update recommended policy, or it stands on its own, I think the board then can do that vote. If it's time sensitive, and it sounds like it is, we don't want to wait until August. Knowing it has been presented and discussed I feel comfortable presenting it for an email to vote on that review. Any questions from the rest of the board regarding representation or our plans going forward?

Linda: I think also the executive committee can make a vote on it and absence of a board meeting. Am I correct Marina?

MARINA: I would think so and I guess what we can do is if everyone agrees that there is no conflict that we're comfortable with it that will help us. Well then I think the executive committee could just approved to pass it without needing every single board members input. but if it is discovered that there are conflicting policies, and we need to revisit it then I would feel better about having a broader board conversation. So basically if there are no issues and no concern, smooth sailing, I would feel comfortable with the executive committee passing it, If discrepancies, are discovered we should give it a little bit more attention.

JULIE I know the document you're talking about because we're in the process of updating the board documents and all of that Marina. we certainly have it is one of our tasks to update, the There's a lot of things in the fiscal policies that are not up to date for example about a things in the handbook that need to be updated they've been being distributed to the right staff to be

reviewed and red lines and brought back to make all of them current but as Chris said this is its own Standalone policy and then you can direct us to hit the rest of the fiscal policies as well if that makes any sense

CHRIS and I'm not opposed to that I just want to make sure that they're not in conflict and if they are not, I feel more comfortable during an email vote than the entire board, I think the significance of saying that I was adopted by the board itself instead of the executive committee is a little bit more solid and we can do that very quickly via email once we have that information so. Are there any other thoughts or discussion?

Okay, so we will move on this as soon as we have that quick review.

SARAH Is someone going to be able to send out to the group, Marina, would you mind doing that?

MARINA What I just said, the policy that exists?

SARAH Yes, the policy you were just reading.

MARINA Correct version 2.0. I would be happy to send it out but it may be more beneficial to whomever is going to do the analysis to send out the new and the existing at any changes and Redline what might be different.. that might be better than all of us going through them.

LINDA Well the new is in the board packet, I guess what some people don't have is the existing.

MARINA Right, they don't have the existing and then they don't have to completed analysis of any overlap or what the contradictions might be. I'm not sure who is going to do that analysis but I'm happy to send out the existing one if that would be helpful.

LINDA Marina I will do that with Julie's team. I'll take both of document so we can pull together some analysis and then you want to send back out to the board?

MARINA Yes it sounds like that is the consensus is that that is what made the most sense is to distribute the results of the analysis and say we have they found these things that contradict or everything is synchronized and complement each other. It's all good wherever it lands.

CHRIS So Linda when the analysis is complete you and I can just partner and we will send that all out along with the- providing it's there- I think it's an awareness Factor- as we send out the motion to approve the resolution we will provide that documentation to the board and they'll be able to vote based on that. Unless we look at that and say oh there's some overlap then I would expect there to be both of the analysis as well as an updated signature and spending Authority policy for the board to then act on. Until we are ready and have conducted a deep analysis. I don't know if somebody's interested please feel free to go out to the Dropbox and we can send that. I just want to be mindful of everyone's time and expectations regarding the process and I think Linda and Julie are best equipped to do that and then provide us the information to take action

JULIE Yes, we're just looking for an affirmative statement that there's nothing that conflicts. Because I looked at that policy before creating this one but I do want to double-check for you that there isn't anything specific. This was meant to supersede anything in there. But I do want to double check.

CHRIS: Cool, thank you so much. And thank you Marina for being an awesome secretary and getting on that while we were on the call.

LINDA: Chris I just want to clarify the instructions So once we do that we send this to you to send out to the board members is that correct is that what I'm hearing

CHRIS: Yes or I can delegate to John because I'm good at that. Yes. I just want to take a look and ensure that if there are no conflicts we're good and as a board now we've agreed that we're going to get the information regardless of what it is and act accordingly. If there is conflict my expectation is that the signature and spending Authority policy will be updated to reflect and accommodate those changes so that's what as a board what you can expect at some point. Probably next month. Well, I guess it depends on how important it is to the team

JULIE: Tomorrow.

CHRIS That's fine you will be receiving an update with the outcome of the analysis and the new or proposed Authority policy and we will vote over email at that time unless it warns other discussion. At which time people will make that voice heard by saying "no needs discussion." If you want to go out to the Dropbox and look at it yourself you may otherwise I have full trust and credibility in the team to provide that information for us. Does that help Linda?

LINDA I'm good.

CHRIS Awesome thank you good discussion and thank you folks. This really is governing, this is what policy governance is about catching these things and going "let's just make sure." I do appreciate everybody's participation.

Sarah, what else? We talked about the budget schedule and the signature and spending Authority policy. Is there anything else from you or Jane?

SARAH I think we're good. Does anyone else have any other questions?

CHRIS. Thank you so much and again be thinking, for those of us on the board, if you are interested in the treasurer role maybe it is something in your wheelhouse I can start pointing at you Financial people to leverage your skills and expertise, or Maybe it's an area you'd like to learn more about and participate with. Sarah is great to work with I've worked with her for quite a while and she can be a lot of fun. Be thinking about that as we will need somebody to step up much as Mr. Nash did for development. We will need to fill that opening getting started sooner than later

MARINA: That was quite the plug there, Chris

SARAH:I just wanted to mention I forgot I didn't even mention the 4K walk. I don't know if anybody was curious about that. The original budget we did have that in the budget for May but since we moved everything to June that's when you are going to see the event budget for that.

LINDA I do have some highlights of Sarah.

SARAH Yeah.

LINDA There were around 460 people who participated in the event and three former Hope Place participants who participated also. That was really great. There were about fifty two teams who participated. There was a corporate sponsor ECMC who had a team with 44 people who participated which was very exciting. They raised about \$56,000 this year which in 2019 they raised \$56,012 so it was about a \$100 difference. In 2018 it was on 37,000 so you can see how every year it's gotten better and even in the virtual environment we did very well. We had two hundred fewer participants this year doing it virtually, but we came in very good in terms of how we did last year..

CHRIS That is awesome

LINDA So that's probably not the total yet. Probably some lingering checks and things coming in as well.

Program Updates & Scorecard (Mark McNamer) 6:08 pm

CHRIS Mark the floor is yours.

MARK I can kind of go over the program updates for the month. I just wanted to start by talking a little bit about current events going on. What with the killing of George Floyd and the protests across the Twin Cities and across the world for that matter, we continue to work through the covid-19 pandemic/ the riots that are happening the past 2 or 3 weeks hit pretty close to home. There were some grumbling, some things at Knollwood Mall which is right across the street from HOPE PLACE. To say that staff have high anxiety and there's a lot of tension going on would be an understatement. There's a lot of things just kind of out there right now that's deaf are dealing with, not to mention the youth we're serving. I think it's starting to get to them.

I wanted to throw that out there as a piece. Its a reality of what we're dealing with.

HOPE homes is on here. Brenda started seeing some youth face to face while social distancing face-to-face over the last week. That was good to do some of that and get out there and see youth.

The Pohlad grant which is a two-year grant that supports a program is coming to an end at the end of September. Julie and I are working together to make sure that we are spending those dollars. Actually I've been working with Brenda the coordinator that program to ensure we're pulling data and we are hoping to be able to share more in-depth the program report or a mission moment around hope homes moving forward,

The drop-in center has been very slow; we continue to see low numbers. I think the last two or three weeks with everything that's going on in the Minneapolis Saint Paul Area a lot of Youth

have been hanging down in those areas and there's a lot of resources down in those areas right now. Food and clothing and whatever you need.

We are really staying the course. We are open 11 to 7 at the drop-in center right now. We are trying to get programming back in place but as we are reaching out to service providers they are holding and waiting. Hopefully in the next 2 or 3 weeks we can start bringing things like Workforce back in.

HOPE place we're actually at 11 youth we had one open spot. Things are moving. We are looking at expanding our sevics- like letting one youth at a time use the workout room and getting things like that back up and running.

and of course you heard from Jayne about the Prevention Services.

The program scorecard as you can see numbers are really down. We saw 40 youth in May at the drop-in center, 158 year-to-date so far this year. I think our program services are lacking with everything that's going on right now.

I did add a grid at the bottom here. We're going to be doing some work on showing you more on the scorecard. I wanted to point out the HOPE Homes category at the end where we haven't really shown you numbers in that program . And the CIRCLE program. So this is kind of a sheet where I start with and we build from there. Any questions?

LINDA: I would just add with Andrea going out the door I have been doing site meetings with funders. Pohlad is one of the meetings that I had last week. We are hopeful, fingers crossed, that we will get an extension into a third-year. We are hopeful that we'll be able to hit our numbers. We were significantly under. And we are hopeful that a third-year will help us hit those numbers.

The grant started last year. Due to the different things that were taking place in the organization and covid-19, Leadership transitions, we need this time to be able to prove our work. It sounded like they were pretty much up for that and possible funding for the third year. I'd like to make sure we get that extension so we are not defunded by them. I want to be able to go back and ask for another two years after that.

SUE: This is really good. Thanks so much, Mark.

MARK: Yep.

CHRIS Yes and it can feel frustrating right? But the fact that we're still operating and here to support the youth when they need it is valuable. I think we will have to remind ourselves that all of our numbers fluctuate, positive or negative as it may be, we are still here.

MARK: And one thing I forgot to mention is that the reintegration of our volunteers is a huge part of something that we're working on too. They are the folks that have been around and we want to be sure that when we bring them back they are doing valuable work and not just busywork. work. That's not lost on us either.

Advancement Updates & Scorecards (Linda Bryant) 6:15 pm

LINDA Hi.. I'm not going to spend too much time here. As you can see our donors in May there were 144 donors and our volunteer hours have been down as Mark set. We are hoping to significantly increase those as we go on. We are reviewing volunteer roles and responsibilities while also being creative around other ways that volunteers can help us out at HOPE 4 Youth.

You see the social media web statistics that are down there. They have not changed a whole lot in the past few months. People are still looking at our website and seeing what we're doing.

Also included is the year to date scorecard.

Are there any questions regarding the advancement scorecard?

I guess just as a time-saving. Just to let you know Andria's last day was Friday. Her position has been posted for the last two weeks. Depending on the candidates we may not fill that position until August or September. We want to make sure that we make the best choice and have the best candidate going forward. So right now I'm supervising all of her staff. We will probably be honing in on this scorecard also as we wait for a new Director of Advancement.

In light of that, we'll probably be bringing on a consultant to do some grant writing. It's hard to write grants and run programs in an organization at the same time. I just want you to know that there is a plan in place for that as we move forward.

Questions? Comments?

CHRIS: Thank you.

Committee Updates (Committee Chairs) 6:19 pm

CHRIS: Unfortunately Jen had to drop at the top of the hour. Is there anyone from this strategic planning committee who would like to offer an update on your last meeting?

LINDA I know we have a meeting coming up in July. I do not have any notes in front of me. If anyone else has something to add please do.

I do have something to add. And one of the decisions that we made as part of the strategic planning committee is that we would move forward and I began to look into bringing on a consultant that is going to help us look at a strategic planning process. We will also look at what we currently have in place. There is a lot of trauma that is associated with the current process. We went round and round and round and round the same thing for 90 minutes. The conclusion was that we really need a consultant to come in and help us put together a plan that we as an organization can all live with. There are questions about where things came from in the plan.

The traction document is an issue in itself. It is one that board members are not even supporting as a strategic planning process. That's how we left that meeting. I would like to open up the comments until the board members as well, that's a recommendation from the planning committee.

MARINA This is Marina. What I am hearing is it is basically a start from scratch and there is nothing that can be leveraged there. There is nothing that we want to revisit in the strategy?

LINDA. I don't think it's about starting from scratch. It's about looking at what we did, what We have done in the past and making a plan to take us forward. I have tried to be very upfront with Chris the plan is not to discount all of the work that has been done but when there are board members and committee members looking at that documents the traction process. This document was created within is not one that is 100% supported by the board. For example, if you are bringing on new board members it is going to be a challenge to explain the traction or strategic planning process through those documents to another individual if they don't know about traction.

Sue: traction just to be clear, is a model for how to do business planning, because we didn't have one. I don't think anyone is married to it. The goal is to come up with a very clear Long-range Vision, supported by our values. and then breaking it down into three year 1 year and quarterly. But i think, you know, I was the one who introduced traction because we had no strategic planning model in place.

If there's something about the one page document that's unclear, and somebody has a better model for it. Certainly, I don't think anyone is married to a model. It's about how to we get to the right result and anyway we get there work.

STEPHEN: Linda this is Stephen, I know last year we worked with a consultant, a gentleman, I don't remember his name. And earlier this year we had a high-level discussion with Cheryl. Are you thinking someone outside of those two?

LINDA The committee recommended Cheryl or someone else. We just met I believe on Thursday so I have not started a search yet I do have an email out to Cheryl. I am not 100% sure if Cheryl will be able to get it to the next step or not.

STEPHEN okay it seems to make sense that we may look to someone who is familiar with the group and the program.

SEAN the other thing we had talked about too while working on this as an output from that meeting was better clarifying and defining the role of the strategic planning committee. So we have documents in review and are circulating in the committee that we will bring forward to further clarify that.

LINDA. Thank you.

SEAN Sounds good

LINDA More info to come.

CHRIS Great. Sue since you were talking do you want to talk about the nominations committee?

SUE I'll make it quick in the interest of time. Linda and I are working through the board Matrix which kind of maps out who our existing board members are, what strengths and talents we have and revisiting areas where Linda in particular would see, from her experience, gaps we may have in terms of experience. What we may want to be drawing to the board or other

gaps. She and I are working through that and then we will be looking for nominations. We can have as many as fifteen people on the board. We want to be very thoughtful and strategic on how we map out who the next folks are who would be joining up onto the board because we certainly are in a dynamic and exciting time, That's the process that we're going through. as I said I will be reaching out to the rest of the board.

LINDA we have a document called a board competency Matrix. it has the board members names on it and we will either send it out to each board member- so that we can look at where the gaps are with each board member this is based on the document that you sent me.

SUE Some of you may have completed this before. We'll ask you to complete it again. But maybe skills have changed or there are other gaps. Do we have it in a sharepoint or onenote so everyone can get into it and edit it?

LINDA: John, is this on the shared drive?

JOHN: It is not, but it can be. I'd be happy to put it there.

LINDA: We can just send it out to everybody and we can just fill it out and we'll send it back to John and he'll compile.

SUE: And Chris I know you had a point you wanted to make about this too, given our discussion regarding terms.

CHRIS: We had talked about board terms. In looking at the current board terms. Below here is what the bylaws currently state about board terms. Hopefully you all read it, because you agreed to it. What we're looking at is amending the bylaws so that Section 2.4 as follows and highlighted in red up above.

Basically all we are changing is you can read it for yourself. We are keeping the original term for 3 years. But what we're doing is because three years can be a long time for subsequent terms what we're doing, I will make a motion That we amend the bylaws to read that after the first term there will be an opportunity to renew for an additional one year terms. we will keep and maintain the nine-year consecutive term as a limit. we are changing the development committee which the board development committee does not exist anymore we don't want it to be confused with the board fundraising or development committee so we would like that to go upon the nominations committee to be accountable for working with those board members whose terms are upcoming for expiration. To determine if they want to stay on and if not it will be up to the nominations committee to help fill those fives with the assistance of the board. any thoughts or questions conversations around the proposed amendment to the bylaws regarding term length?

JULIE: One thing to offer, in the sentence it says that board terms shall be staggered approximately one third of the board of directors shall expire each year. The only problem you might come up with this additional one year term, is take all of you now as your terms renew and do a one year term, we could have many board members done at once.

CHRIS: That's a very fair call out and one that we talked about with the nominations committee. Going forward, we intend to bring board members on in a staggered approach. Because last year we transitioned everyone's term length. In hindsight, perhaps that wasn't the best move for

us. There is that risk. We talked about that in the nominations committee and the executive committee. My hope is that we can make arrangements to accomplish the staggering of the terms. We're going to give it our best shot and see what happens. Because of the change in the term date last year, we may have directly violated this. It means we weren't being mindful of it. I hear you.

We also talked at length about how we could change it if we wanted to. The consensus came to ensure that as we bring on new board members that fill our gaps and needs, that we would do that continuously and not let anyone start in September ever again.

Other thoughts?

And if anyone has an idea on how to rectify that, I'm happy to amend it or change in the future. I think it's one of those things that we're going to have to deal with. I don't remember conversation around it when we made changes to board terms last year.

I think from a risk perspective, we're accepting that risk and our mitigation plan is to stagger incoming board positions and the nominations committee will work with outgoing board members to potentially extend terms and deal with that.

I know that we're over time, but hopefully we can keep going.

Chris Warner moved that board bylaws section 2.4 be updated to read:

Section 2.4. Term of Office.

The **initial** term of office for all directors shall be three years. At the end of the ~~each first three-year~~ term, there will be an **opportunity to renew for another term additional one-year terms**. No board member shall serve more than 9 consecutive years. The Board ~~Development~~ **Nominations** Committee works with each board member at the end of their term to determine if they will renew their board membership or not. Board terms shall be staggered so that the terms of approximately one-third of the director's terms shall expire each year. The Board of Directors shall make appropriate arrangements to accomplish the staggering of terms.”.

Marina seconded, Motion Carried.

Linda: We're still looking for board members that have background or experience in education. If you know of people who might be interested or good candidates, please share that information with me so we can partner with those individuals. As well as people who might be in the healthcare field. I know Anna had some contacts for me. Those are two areas where we have gaps. And homeless programming.

MARINA: When you talk about education, you mean people who work in education?

LINDA: Yes. Elementary school, high school, charter school- when I looked at the chart I received from Sue, there wasn't anyone with that type of background.

SUE: There isn't. And I think that's a gap we'd already identified. I think it's spot on to make that a priority.

CHRIS: Steve, do you want to give a quick update?

STEVE: Development has been screwed up this whole year. Some of the issues we wanted to deal with at the beginning of the year, we haven't been able to do. Each of our events went from something we've always done to having to reinvent it. It's taken a lot of time and effort. The one thing we had implemented was, especially now with changing events, was to lighten the load of the staff. To try to incorporate the board in calling donors to thank them. It takes pressure off the staff and there's more impact when a board member calls.

Steve put out a call for assistance to call donors and team leaders from the 4K. Multiple board members agreed to assist. Steve will provide names, information, and a dialogue to use. Steve is sending an email to the board.

LINDA: I sent Chris an email regarding having a discussion in the board meeting about race and equity. There hasn't been any statement from the board regarding race and equity issues. It is a problem in our state, #5 in the country. I've seen a lot of other nonprofits where their board has taken a stance on race and equity. We haven't had any conversations about it as a board, but there continue to be issues. We have internal issues and I'm bringing in a mediator for our staff. And there isn't anything in our mission, vision, values. When you peel back the layers of homelessness, there are structural root causes that we're ignoring and not addressing at all. I think having a statement that says we're in support and this is how we're going to move forward as an organization makes an important difference. The work needs to come from the top down and not the bottom up. Chris offered to write a statement for the board to take a look at.

CHRIS: I may have jumped the gun, but I've actually drafted something I'll get to you tomorrow or the following day. What I would like is for the board to partner with Linda and ensure the statement is robust and authentic to the organization. Then we would put that out for the board to review. I think it is beholden on us to ensure that we are supporting all of our folks, specifically and especially our youth of color, as this does impact in a very different way. For those of us that live in the north suburbs, we may not have the direct impact or visibility of how things have been in our city. It is significant. It is a daily challenge. If there's additional comments, we can have part of the conversation now. The intent is to put out a statement which I would send to the board. If there are any questions or concerns, I'd like to have a unified front on it.

Unanimous agreement from the board

CHRIS: Look for something relatively soon, timely feedback would be greatly appreciated.

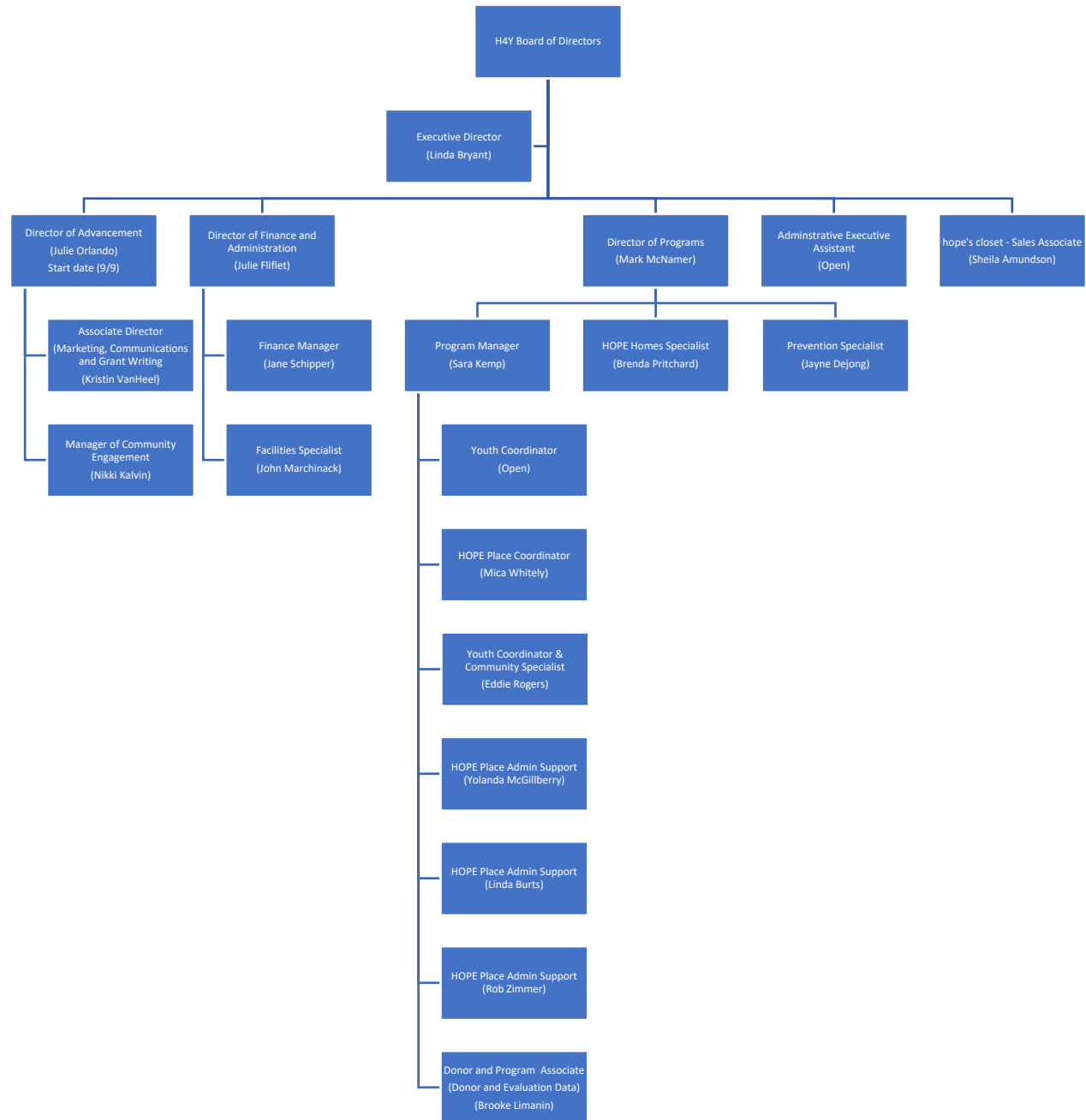
Meeting adjourned.

Respectively submitted, JDS

Executive Director's Report



Organizational Chart – As of 8/20/2020



Financial Report



HOPE 4 Youth Financial Dashboard

FY 20: July

2020

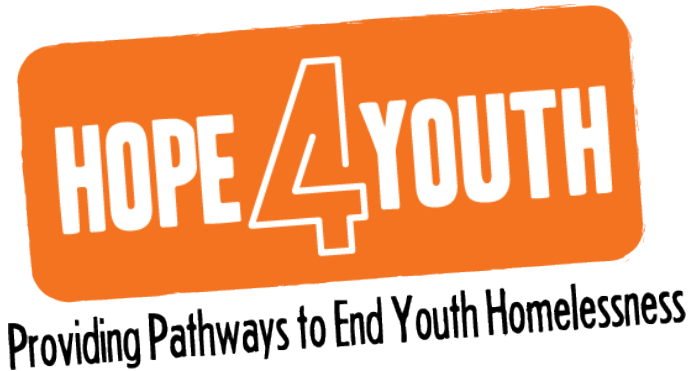
Profit & Loss		MONTH		YTD		Comments
Income	Actual	Var to Budget	Actual	Var to Budget		
Donations	\$12,730	-\$48,320	\$528,899	-\$68,001		
Special Events	\$0	\$0	\$289,036	-\$75,964	4K event \$21K under budget;Breakfast event cancelled	
Foundations	\$8,500	-\$6,500	\$201,560	\$71,560		
Government Contracts/Grants	\$5,000	\$5,000	\$20,100	\$20,100	OEO Covid Emergency Funding	
CARES Act Forgivable Loan	\$30,044	\$30,044	\$90,558	\$90,558		
Earned & Investment Income	\$12,071	-\$5,833	\$167,485	-\$11,369	hopes closet closed mid March	
Assets Released From Restriction	\$19,038	\$4,644	\$182,398	\$3,250		
Total	\$87,382	-\$20,966	\$1,480,036	\$30,134		
Expenses						
General Ops (Drop-In Center/Programs)	\$58,138	\$282	\$577,829	-\$31,564		
HOPE Place	\$30,799	\$1,919	\$293,522	\$1,775	add'l staff hours at HOPE Place, covered by OEO Funding	
hopes closet	\$5,418	-\$3,474	\$62,570	-\$29,178	hopes closet closed mid March	
Event	\$0	\$0	\$59,102	-\$16,763	4K under budget & breakfast event cancelled	
Development	\$9,801	-\$6,367	\$122,273	-\$50,107	July Open Chair, Development	
Administration	\$11,306	-\$918	\$108,286	-\$40,796		
Total	\$115,462	-\$8,558	\$1,223,582	-\$166,633		
Net Income	-\$28,080	-\$12,409	\$256,454	\$196,767		
Cost Allocation						
Actual YTD	80.3%	9.3%	10.5%	100%		
Goal	> 70%	<12%	<18%			
Balance Sheet						
	7/31/20	7/31/19	% Change	Comments		
Assets						
Current Assets	\$1,367,847	\$1,345,850	2%	Cash increase & OEO receivables		
Fixed Assets	\$1,659,716	\$1,705,330	-3%			
Longterm Receivable and Mutual Fund	\$251,098	\$312,995	-20%	receivable from Heartland Tires decrease		
Total	\$3,278,660	\$3,364,175	-3%			
Liabilities & Equity						
Liabilities	\$549,952	\$560,105	-2%			
Equity W/ Donor Restriction	\$391,196	\$280,691	39%			
Equity W/O Donor Restriction	\$2,081,058	\$1,735,099	20%			
Net Income	\$256,454	\$788,280	-67%	last year had \$130K from TPC Rose Foundation		
Total	\$3,278,660	\$3,364,175	-3%			
Cash Flow						
	7/31/2020	6/30/2020	5/31/2020			
Available Cash	\$1,113,035	\$1,160,724	\$1,207,959			
Average Monthly Expenses	\$140,484					
Cash Flow Based on average Expenses	*7.9 months	*using average/month		*GOAL: 3-6 Months		

HOPE 4 Youth Profit and Loss Report

	July Actual	July Budget	Variance	YTD Actual	YTD Budget	Variance	Notes
Income							
Donations	\$12,730	\$61,050	-\$48,320	\$528,899	\$596,900	-\$68,001	
Special Events	\$0	\$0	\$0	\$289,036	\$365,000	-\$75,964	
Foundations	\$8,500	\$15,000	-\$6,500	\$201,560	\$130,000	\$71,560	
OEO Emergency Covid Funding	\$5,000	\$0	\$5,000	\$20,100	\$0	\$20,100	
Cares Act Forgivable Loan	\$30,044	\$0	\$30,044	\$90,558	\$0	\$90,558	
Earned Income	\$11,060	\$17,464	-\$6,404	\$158,830	\$174,453	-\$15,623	hopes closet store closed
Investment Income	\$1,011	\$440	\$571	\$8,655	\$4,400	\$4,255	
Assets Released	\$19,038	\$14,394	\$4,644	\$182,398	\$179,148	\$3,250	
Total Income	\$87,382	\$108,348	-\$20,966	\$1,480,036	\$1,449,901	\$30,134	
Expense							
Payroll, Taxes and Benefits	\$81,017	\$85,179	-\$4,162	\$708,040	\$827,029	-\$118,990	July: add'l hours at HOPE Place; open chair Director of Advancement
Grants and Scholarships	\$0	\$0	\$0	\$572	\$1,200	-\$628	
Contract Services	\$8,872	\$7,050	\$1,822	\$151,028	\$154,650	-\$3,622	includes grant writer
Office Expenses	\$3,150	\$6,465	-\$3,315	\$69,706	\$80,651	-\$10,944	
Facilities	\$11,697	\$13,421	-\$1,725	\$131,332	\$137,417	-\$6,085	
Special Events Expense	\$0	\$0	\$0	\$33,865	\$46,000	-\$12,135	4K was under budget;no Breakfast event
Store Supplies	\$0	\$360	-\$360	\$1,617	\$3,600	-\$1,983	hopes closet store closed
Travel and Meals	\$0	\$875	-\$875	\$5,638	\$9,560	-\$3,922	
Staff & Volunteer Expense	\$700	\$903	-\$203	\$9,941	\$19,262	-\$9,321	cancelled volunteer event in March
Program Expenses	\$2,413	\$1,545	\$868	\$21,522	\$15,270	\$6,252	
Promotions & Marketing	\$1,225	\$1,433	-\$208	\$14,698	\$20,453	-\$5,755	
Insurance	\$1,636	\$1,805	-\$169	\$20,873	\$18,301	\$2,572	
Licenses & Fees	\$602	\$943	-\$341	\$13,426	\$16,235	-\$2,809	
Depreciation Expense	\$4,151	\$4,041	\$111	\$41,325	\$40,587	\$738	
Total Expense	\$115,462	\$124,020	-\$8,558	\$1,223,582	\$1,390,215	-\$166,633	
Net Income	-\$28,080	-\$15,672	-\$12,409	\$256,454	\$59,686	\$196,767	

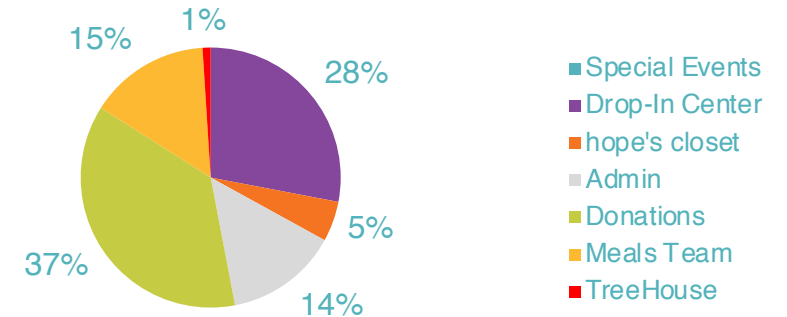
Advancement Report





Advancement Scorecard July 2020

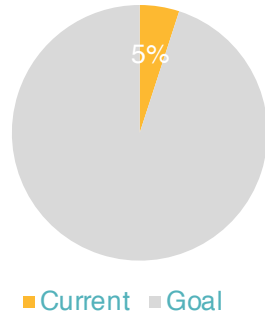
Volunteer Hours by Program Area



New Donors

6

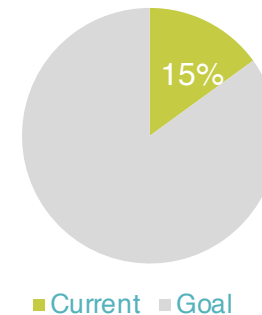
Total New Donors
Goal: 105



Renewed Donors

3

Total Renewed Donors.
Last Donation <12 months
Goal: 20



Active Volunteers

34

of Active
Volunteers

203

Volunteer
Hours

8

of New
Volunteers

Social Media Statistics

Impressions
35,450

57% Decrease
From Previous
Month

Clicks
115

58% Decrease
From Previous
Month

Engagement
2,043

76% Decrease
Over Previous
Month

Followers
12,092

.5% Increase
Over Previous
Month

Website Statistics

Users
1,439

17% Decrease
Over Previous
Month

Visits
1,863

16% Decrease
From Previous
Month

New
81%

Visits
1.29

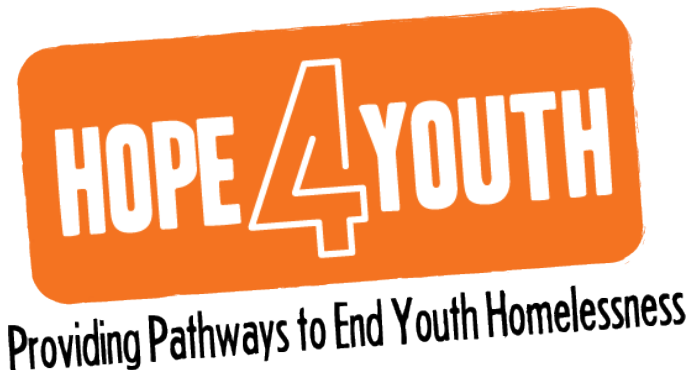
Email Statistics

6,685
Subscribers

50% Open Rate
Industry: 20%

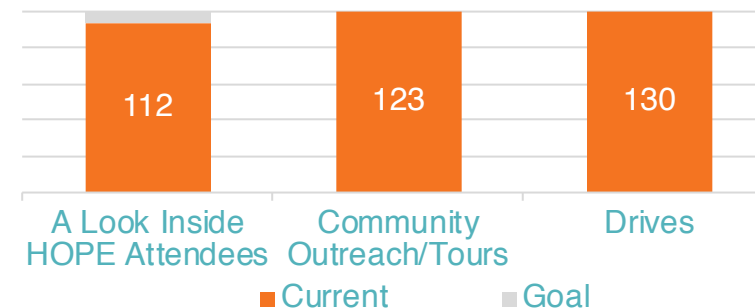
5% Click Rate
Industry: 1.78%

.2% Unsub. Rate
Industry: .24%



Advancement Scorecard YTD (fiscal year)

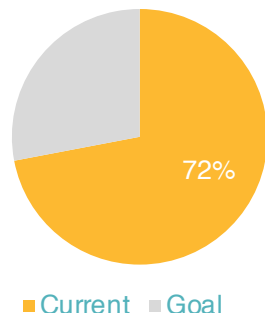
Community Engagement



New Donors

755

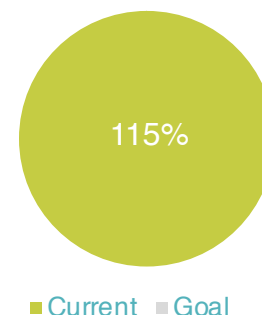
Total New Donors
Goal: 1050



Renewed Donors

229

Total Renewed Donors.
Last Donation <12 months
Goal: 200



Active Volunteers

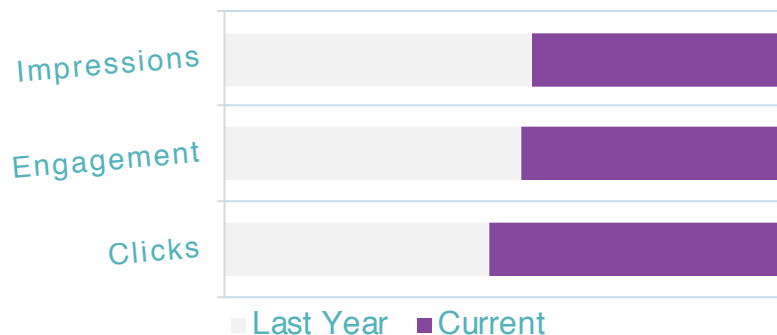
270

of Active
Volunteers

6,766

Volunteer
Hours

Social Media Statistics



Followers

12,092

18% Increase
Over 2019

Website Statistics

Users

20,416

25% Decrease
From 2019

Visits

29,539

30% Decrease
From 2019

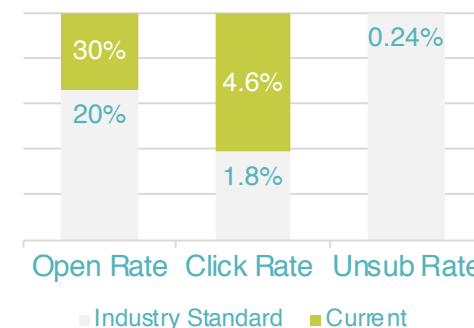
New

83%

Visits

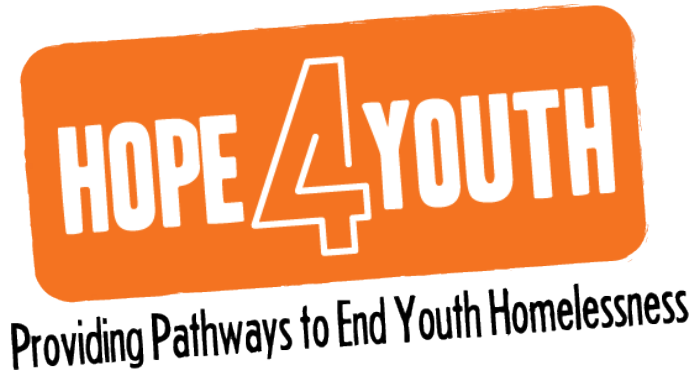
2.20

Email Statistics



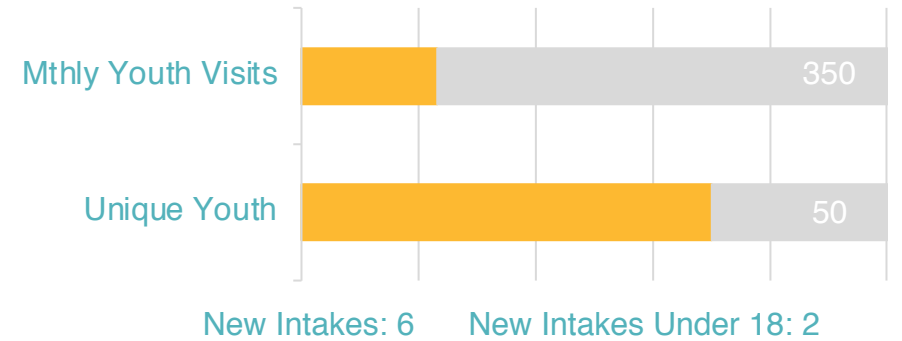
Program Report





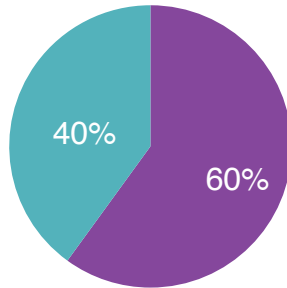
Programs Scorecard July 2020

HOPE 4 Youth Drop-In Center Youth Statistics



Housing Navigation Referrals

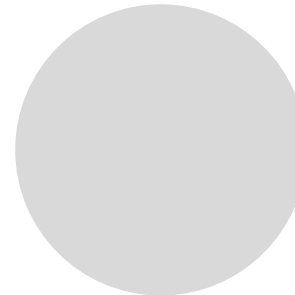
- Stepping Stone - 6
- Housing Navigator - 4
- Sober Living - 0
- Goal - 10



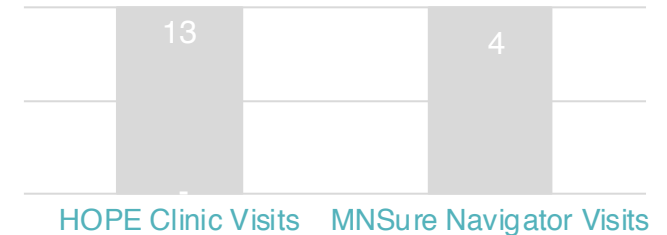
Drop-In Center Youth Employment/ Education

0

Visits with the on-site Anoka County Workforce Center and Case Manager for Employment/ Education
Goal: 45

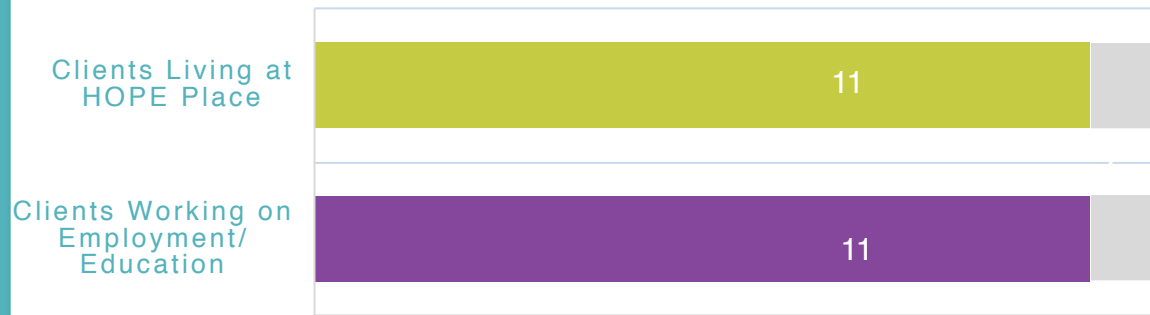


HOPE Clinic



We are in process of finding a new On-Site Provider for HOPE Clinic

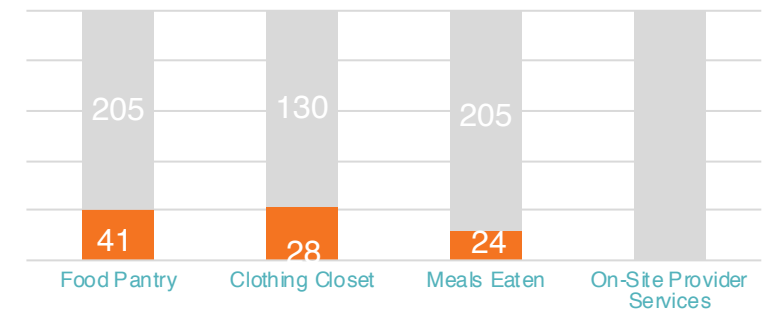
HOPE Place Youth Statistics



Drop-In Center On-Site Resources

6

Service and Referral Programs at the Drop-In Center
Goal: 22



July-20	Drop-In	HOPE Place	HOPE Homes
Roster Month Start			6
Roster Month End			8
New Intakes			2
Program Exit			0
Youth in Aftercare			2
Connections with youth HOPE Homes			119
Connections with host HOPE Homes			8
Visits ALL	81		4
Visits Unique for Month	35		2
New Enroll	3	1	2
Enroll Under 18	0	0	2
Clothing	27		1
Food	41		4
Meal	24		0
Case Mgmt. Serv Unique Client	6	12	8
Housing Navigation	2	1	1
Crisis Calls	10		1
WorkForce Meetings/Sessions		15	0
Tree House Sessions	8		
ECFE Sessions	4		
Youth Employed		6	7
Youth Working on Education Goals		2	8
Youth looking for employment			4
Youth progressing on Mental Health Goal		6	4
Referrals	5	1	6
Step Stones Referral	5		1
Provider Visits	0		7

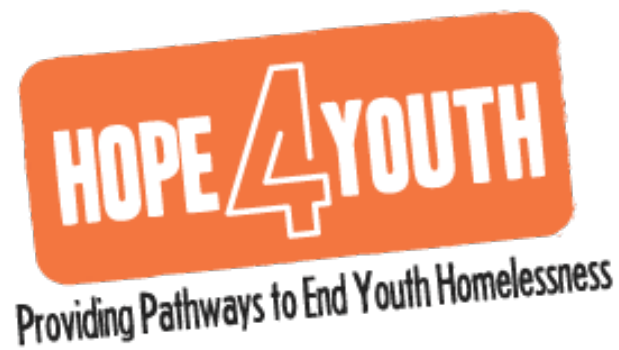
Committee Reports





HOPE 4 Youth

Summary — Strategic Plan Proposal



Presented by Cheryl Jensen, Managing Partner
August 24, 2020

SUMMARY

HOPE 4 Youth is seeking a consultant to facilitate the development of a 3-year Strategic Plan. We understand the organization has already done some prework, which can be incorporated into the planning process. Our proposed process is designed to include the HOPE 4 Youth staff, Board, and key partners. Our comprehensive approach will include:

- A review of the most recent strategic plan and an assessment of the organization's achievements of stated goals (utilizing an internal and external survey);
- Conducting an organizational SWOT analysis;
- Working with the HOPE 4 Youth team to develop a timeline for the new plan's implementation with SMART goals;
- Creating a framework and process for the plan's implementation; and
- Facilitating all planning meetings and providing leadership and direction related to the development, as well as guidance on, the successful implementation of the new strategic plan.

Strategic Consulting & Coaching (SCC) believes creating and sustaining a high-impact organization requires a comprehensive strategic planning process that begins with a solid understanding of an organization's external and internal environments along with identifying opportunities and threats. This helps lay a foundation for the organization's evolution and expansion. SCC's process assesses the organization's distinctive advantages, core competencies, and strategic challenges.

SCC will conduct an environmental scan and a SWOT analysis. To identify opportunities and threats, we will conduct 2-4 focus groups with youth receiving HOPE 4 Youth services as well as 1 focus group with volunteers. We will provide HOPE 4 Youth with an extensive report. We will work with the Strategic Planning Team (and key Board and staff) to craft a 3-year strategic plan. The new plan will include actionable steps and key benchmarks to reach the organization's goals and measurable strategies to ensure the organization stays on target. Throughout the strategic planning process, key benchmarks and metrics will be identified to measure progress toward goals. This plan will serve as a guide for the Board and leadership, program management and development, fundraising, external communications, integration of outreach efforts, and internal capacity building.

Following the Strategic Planning process, ongoing implementation will be facilitated by the Strategic Planning Team along with HOPE 4 Youth's staff and Board of Directors.

HOPE 4 Youth Board of Directors

Chris Warner, Term Expires 9/2021

Board Chair

Agile Transformation Coach Consultant,
Wells Fargo
1203 McKinley St NE, Anoka, MN 55303
Cell: 763-412-5430
Email: chris.warner@comcast.net

Stephen Spears, Term Expires 9/2021, Vice Chair

Chief Fee Based Officer, KleinBank
1550 Audubon Rd, Chaska, MN 55318
Business: 952-361-5304
Cell: 612-280-1913
Email: s.spears@kleinbank.com

Marina Bressler, Term Expires 9/2021

Secretary, Development Committee

AVP; Senior Project Manager, Wells Fargo
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Sarah Nohner, Term Expires 9/2020

Treasurer, Finance Committee Chair

Principal Financial Analyst, Medtronic
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Sean Haag, Term Expires 9/2020

Strategic Planning Committee

Vice President, Global Strategic Marketing,
Restorative Therapies Group, Medtronic
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Email: sean.haag@medtronic.com

Leanne Matchen, Term Expires 9/2021

Strategic Planning Committee

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Email: llholcomb@uwalumni.com

Stephen Nash, Term Expires 9/2021

Development Committee Chair

Special Assistant Anoka County Attorney, Anoka
County Attorney's Office
2100 Third Ave, Anoka, MN 55303
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Email: sjnash12@gmail.com

Mark Nolen, Term Expires 9/2022

Finance Committee

Financial Specialist, Accountemps; A Robert
Half Company
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Bloomington, MN 55437
Cell: 612-298-8283
Email: mnolen@usinternet.com

Jennifer Stone, Term Expires 9/2020 Strategic Planning Committee Chair

Vice President Human Resources, Medtronic
4033 Interlachen Dr NE, Ham Lake, MN
55304
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Email: jb1stone@gmail.com

James Stuart, Term Expires 9/2020

Nominations Committee

Anoka County Sheriff
13301 Hanson Blvd NW, Andover, MN 55303
Business: 763-324-5010
Email: james.stuart@co.anoka.mn.us

Anna VonRueden, Term Expires 9/2022

Strategic Planning Committee

Chief Program Officer, FamilyWise Services
3036 University Ave SE, Minneapolis, MN 55414
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Email:

avonrueden@familywiseservices.org

Sue Woodard, Term Expires 9/2022

Nominations Committee Chair

Chief Customer Officer, Total Expert
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612-669-6771
Email: sue@suewoodard.com