

HOPE 4 Youth Board Meeting

Monday, February 24, 2020

Call to Order (Chris Warner) at 5:00 pm

Board Members Present:

Chris Warner, Chair
Sarah Nohner, Treasurer
Marina Bressler, Secretary
Stephen Spears, Vice Chair
Mark Nolen, Finance Committee
Leanne Matchen, Strategic Planning Committee- *via phone*
Stephen Nash, Development Committee
Anna VonRueden, Strategic Planning Committee- *via phone*
Jennifer “Jen” Stone, Strategic Planning Committee

Staff Present:

Linda Bryant, Executive Director
Andréa Kish-Bailey, Vice President of Advancement
John Stark, Executive Assistant

Open Forum (Chris Warner) 5:01 pm

Linda: Sara Kemp, Programs Manager, was on the agenda for tonight’s mission moment. She is ill and will not be presenting tonight.

Approve Agenda (Chris Warner) 5:02 pm

Motion to by Jennifer Stone, seconded by Stephen Nash to approve agenda for tonight’s meeting (February 24th, 2020).
Motion Carried.

Approve Minutes (Chris Warner) 5:03 pm

Motion by Marina Bressler, seconded by Sarah Nohner to Approve minutes from January 27, 2020 meeting. Motion Carried.

Mission Moment: (Chris Warner) 5:05 pm

CHRIS: What topics would the board like for mission moments? What programs or areas would you like to hear about?

JEN: I’d like to hear an update on the medical side of things. The clinic. Where are we at with that? We were all taken aback that it was gone, and now that it’s going how can we foster that program?

MARINA: More about the services being provided and what’s being used. I’d like to hear about the three pillars: Early indicators- working with younger kids, that initial piece. I recently learned about CIRCLE 4 HOPE program working in the schools. Would like to hear more about that preventative piece. There are some things in the strategic plan, but I don’t know how developed they are.

STEVE NASH: I have some interest in how we're dealing with linking youth to education and a pathway to jobs. Everywhere I go people talk about need for employees. We have so many professions, we're out of surveyors and no one is going into those programs. How can we better link up to those opportunities.

SARAH: Do we even keep track of youth? People in our program past a certain point?

MARINA: Aging out?

JENNIFER: In the past our metric is how many come through the door. If we were a conduit to employment, as part of our ask to them we ask youth to report back. When we added this pillar, we wanted them to come back and help mentor other youth. It's part of seeing yourself, it gives you hope. Linking to that can we follow all the way through.

MARINA: To answer the question, there's nothing I don't want to hear about. Even the partnerships in the community with other employers. And we can see the statistics, but are we getting feedback? Are there ideas?

STEVE NASH: And before we never got feedback. I like the idea of having a mission moment, rotating schedule of staff.

CHRIS: What I'm hearing is there's a need for more of that. We want to determine how the board will work and engage. But maybe we have 2 mission moments for the coming meetings to get us caught up. I can look at a slide and read the stats about the DIC. That might not be what we want right away. Long term, we want all senior leaders to come in. I want to be sure that if there are pressing things we want to learn more about.

LINDA: I hope by the next board meeting to be able to give more detailed data about 2018-19. I have data I want to share- 63 youth were employed last year. Over 50% of youth visit the DIC more than 6 times their first year. The DIC is a stabilizing force for youth. Sharing data is a good place to start.

MARINA: The only thing I'd say about the mission moment is I hope these are perceived as a positive thing for staff. I don't want to put a burden on staff to present. It should be a "brag" moment, something exciting. If it isn't perceived that way, please circle back.

STEVE NASH: I hope they perceive it as we're interested in what they do. We have numbers, but we don't really know the impact.

JEN: It's the story. Giving us the soundbites so when we're at dinner parties, we can say we end youth homelessness, we have programs... but if we have stories, those will feel better than stats. "We heard from the person who runs this program, found out this". Making us a stronger board by enabling us to do that part of our job better, telling the story.

CHRIS: Is there anything else?

JEN: Linda, as we map out as a strategic planning committee. A visual of "here are all the programs" that can become the backdrop of our meetings. Then it can become kinda rote.

CHRIS: anything from the people on the phone?

LEANNE: I think everything said so far is appropriate. I don't want to overwhelm Linda with a big giant list. I think there's a lot that's interesting, and some of the nitty gritty.

SARAH: And we're hiring two director level positions. Looking to get those onboarded in the next 60-90 days. There's still gonna be a lot of changes as she gets those people on and trained. Don't feel like you have to give everything all at once just because we're asking for it.

Financial Reports: (Sarah Nohner) 5:15 pm

January Financial Reports (Review)

SARAH: Hopefully you had time to review financials. If you look at the bottom line, we had a great month and finished right where we wanted to for revenue. Expenses came in favorable to what we thought."

Call out: donations a little light, 16k less than we were planning. Did a deeper dive from questions at the Executive Meeting. We do budget for the most part based on prior history; the past two years January was a higher month in revenue. Maybe this year we hit everybody really hard in Q1 and we had talked about fatigue after November December. They did have last year at this time partners for youth that joined on, which helped offset things maybe. Overall, we did get a new foundation, so that offset the donation line. Overall, I don't think it's a huge worry to call out.

I did look at our total quarterly of donations. In q1 we budget about 38% of total donation, which we achieved. In Q2 it drops off to 15%. So, February, march we are expecting it to be fairly low. I hope no one sees any alarms here. Q3 Q4 at 22-25%. I think overall nothing to be worried about there

For expenses we have three open seats which is why we're seeing some favorability there. The replacement for John begins mid-march. The two director positions will be open problem 60 days. POSITION TITLES.

We'll see another month of favorability in march and April, probably.

CHRIS: Once those are filled will we see a decline or more in line with the budget?

SARAH: In line with the budget

MARINA: Is the new foundation who you had talked to, Andréa?

ANDRÉA: Yes, I know it's line by line but it's really the bottom line that matters. He's an individual, but connected to a family foundation.

SARAH: Moving to the cost allocation, we're right at 80% which I think is a very healthy number to be at. I don't see a lot of changing throughout year.

JEN: Will we get higher on administration as we hire those new roles?

SARA: No, director of programs falls under programs. On the balance sheet we continue to show gains year over year, the big driver of that is our cash increase. Nothing alarming to call out. Our cash on hand is still sitting at about 8 months. As we

go through Q2 Q3, we generally budget a negative balance, but I think we still have plenty of money to work with if Linda wants to put it to use.

One thing I want to follow up on, GRH housing specialist we had talked about last time. We went to the drawing board did a cost-benefit analysis, how much would it take with GRH funding to offset the costs. We're not quite there with getting all those numbers in line, Linda wa to work through those. It's still a need, a great need, but. Didn't want anyone to think we forgot about that. That's all I have! Any questions?

MARINA: Cheryl had mentioned some concerns about having more funds allocated to buildings, upkeep, and maintenance. The example being the HVAC. There may be more expenses. She suggested we may want to reevaluate.

SARAH: That was gonna be in my committee update.

Laughter

We are putting together a capital plan as far as what we want to replace, that kind of thing. Hope Place, DIC, not sure how much would be capital or replacement type stuff. We are putting that together, if we need to purchase this year not in the budget but we have plenty of funds. We will be including in next year budget.

JEN: Did we say we want to reevaluate overall office space to discuss pros and cons of consolidating to one building down the road? I want to make sure we have that on radar to ensure we see possibilities. Location considerations, space considerations, so few places that will meet our need and budget so we can be opportunistic.

STEVE NASH: Some of our struggles being spread out deals with vendors. Consolidation may cost more, but there's an operational efficiency side to it.

JEN: And some intangibles, employee and volunteer engagement.

STEVE NASH: Relying on a vendor to tell you they're there, we've had problems in the past. Out of sight, out of mind. I don't blame folks dealing with them.

SARAH: To be perfectly honest, that's not on the agenda this year. We can work with the finance director; it takes a lot of work with different groups to get the insights and work through some of that.

LINDA: And then to look at capital needs vs. A busted heater. And what does the strategic plan look like will be key as we put together the budget. There are some space needs, with hiring of two director positions. Maybe reconfiguring cubicles. Those are big costs for capital improvements. What is a capital expense vs. this needs to be fixed now and it'll cost a couple thousand bucks? It'll take a couple of committee meetings to get through that part.

STEPHEN SPEARS: any detail on investment income?

SARAH: Earned income is the majority of that. Investment income is less than 100.

STEPHEN SPEARS: Its account driven

SARAH: It's the 10-12 people in HOPE place, we receive rent from them. And, the store that we have. That's what the majority of that is. But that brings up a good point, I asked Linda if she had updates, we need right away. She said lets wait until we get our new finance person on board. Maybe wants a Break even, maybe look at things a little differently and we'll wait until the executive group is filled.

Programs Update: (Linda Bryant) 5:30pm

LINDA: I'm not finished with all my program visits. I've been to hope place, the DIC. Been in meetings with Imogen regarding logic model and evaluation system. I think next month, at the board meeting, I'd like to talk a little bit more about strategic changes. Last week I met with the whole program staff to talk succinctly about programming. I'd rather wait to share that info rather than share something that's very premature. But it's been great working with the staff.

MARINA: What's a PIT count?

LINDA: It's a point in time count. People go out and look for people. Organizations have different strategies for how they do the count. Usually there's one in winter, one in spring H4Y was in a van looking for people. There was a van, a BWW where people came in to get resources, info, and services. How do you get resources to people while also taking an informal count of what's going on. I learned that in a meeting I was in.

CHRIS: One thing we do is get the info out. Hopefully you reviewed it in advance of this meeting.

Development Update (Andréa Kish Baily) 5:35 pm

ANDRÉA: I want to say thank you all for signing up to help at the appreciation event. It Means a lot to staff and our volunteers. For the Darkest Night of Your Life 4k we just got our\$ 5,000 sponsor. Ole piper inn is going to sponsor.

SARAH: Who got that?

ANDRÉA: Monica. PaulSpitzley is a big fan of HOPE 4 Youth and she made the ask and he said yes.

And we've got Medtronic coming through again for the swag bags. We're promoting it a month earlier than we had been. We've still got opportunities for sponsorships. We waited to promote the race to six weeks out and we've got 40 people signed up.

CHRIS: I'm not a runner, but with this warm weather I think the timing is perfect.

ANDRÉA: Inspiring HOPE breakfast is coming up in June. Steve has been working hard at contacting past board members. The goal is if we can get sponsorships to cover the cost, then all donations will go directly to programming. \$5000 is our goal. We'll be doing that a little different: instead of asking people to be table captains, we will help fill the tables. Promoting to three segments: anyone who has been to ALIH last year, new volunteers last year, lapsed donors from last year. That's our strategy- cultivating those relationships. Those are the big events.

We did apply for a United Way accelerator award. We did it around the Columbia Heights expansion. If we win we get \$125,000 or \$25,000 for runner ups.

MARINA: Columbia heights?

ANDRÉA: Yes, the work we're doing with First Lutheran church.

LINDA: So staff are doing outreach during after school programs. Little kids come and they bring their big siblings.

ANDRÉA : So that's the big grant we've applied for.

MARINA: Was I the only one who didn't know that?

JEN: That's why we need a unified sheet of programs!

CHRIS: We also got a new auction item. Mandy James and wolfpack (102.9) are willing to do a morning with the wolfpack for the live or silent auction. She's a very supportive person and they believe in our work. Mandy is a nonstop supporter. It's really great.

Committee Reports 5:45 pm

CHRIS: What's the best way for the committees to share the work they're doing with this group? In the past we used to take a lot of time. I wonder if a format like we do with the programs, so we have touch points and then brief 5 minute presentations... but that's an open question for the group. What ideas do you have?

Finance (Sara)

SARA: We've been talking a lot about the times that we meet and maybe setting a different schedule. Maybe via phone. One of the finance committee that's not on the board, Tanya, most of you probably haven't met her. But because of our schedule it doesn't work with her. We don't know if there's a huge value add meeting face-to-face each month.

And then the capital/ replacement program. We're talking through that. Jane's got a list, but we'll have to dive into more details as to timing and what needs to be done first.

CHRIS: Just a reminder for committee chairs, invite me and Linda. It's only month one, and I'd like to attend the meetings

JEN: We've been on hold for strategic planning. We really want your perspective and are giving you just a minute to settle in and then we'll kick back off.

CHRIS: Strategic plan committee?

Strategic Planning (Jen)

JEN: We need to determine what will be the objective of it. It started as a full committee, became a steering committee. We want to see where we can add the most value. From there I know what will be the updates, depending on what our objective is and how we best partner with Linda.

CHRIS: Development?

Development (Stephen Spears)

STEPHEN SPEARS: We have a small committee, Andréa and myself. We've been looking at events. How do we raise money and also relieve staff? We've been looking at gross, but we haven't looked at staff costs. Andréa been great about this. Looking at our donor base, calling past board members, great idea. Looking at some of the donors who dropped off, how do we get them back in. Hopefully now we can start moving forward, instead of just event specific.

JEN: I will say, I know some of them are small tweaks. But the changes we're making to some of these events are huge. If we can make the same amount but do less work, it's cost avoidance. I think going back to the basics, and I appreciate it.

STEPHEN SPEARS: I like having board helping serve, I think we're burning out staff. We learned last year that there's a big disconnect.

MARINA: It's a serving thing.

STEVE NASH: It helps staff too. It's a big deal.

CHRIS: We'll have a spot coming up. John will reach out to the committee heads to get updates. We can get those in advance and then if there's anything we need to call out we can add to the agenda.

MARINA: I think it should be like this (diagram).

CHRIS: We'll show this to you John.

Nominations (Marina)

MARINA: Do you want me to say about nominations committee?

CHRIS: Sue said she didn't have anything.

MARINA: We've thought about what we want to do. We have a few candidates, but we want to look at our needs and how to best fill the gaps. And we wanted to do it by now, but schedules just haven't aligned.

CHRIS: and I'll speak briefly about a board retreat at the end of the meeting.

JEN: I know there's been conversation in the past about how often we meet, board and committees?

Chris: Committees meet at the discretion of the chairs. I will let the chairs decide the frequency and how. If there's an off month, something's going on, it doesn't make sense to meet monthly. The expectation is that we're doing the work we need to do at a cadence that's appropriate. That can flux. We had gone back and forth as a board about every other month, less in the spring, but because of the issues we were facing we thought that monthly was the best move forward. If something needs to change we can talk about that.

MARINA: The bylaws right now indicate 10 per year, so if we want to adjust we can revisit they bylaws.

CHRIS: The way we do that- a board meeting can be very high level, or we can have a conference call. I'm a big fan of face-to-face communication. But you know, we've got Leanne and Anna on the phone. And we've got myself, I've been here for two weeks: executive and full board. Let's put that on the agenda for next month.

JEN: I think one of the things we had talked about, 90 minutes per month plus 90 min to 2 hrs for committee, where it was going to be every other. Can we be efficient and do a slower cadence? What's our barometer for that success? Would it change or be a lesser impact if we did it less frequently?

STEVE NASH: And also, we're asking for more information about programs.

JEN: Does it have to be a meeting?

CHRIS: We will table that and get back to it.

Executive Committee Update (Linda Bryant)

Updates on Hiring Process

LINDA: Positions have been posted for director of finance and admin and director of programs. It was posted last Friday, John received resumes immediately. Program Director has a 3/29 target date, Finance and Admin might take a little more time because we want the best person for those positions. The correct balance of finance and HR. The real focus is with 20 staff you really need an HR person and you really do need a high maintenance functioning finance person. Jane and I are great, but we want greater on our team.

JEN: Do you need the same person or could you do two half time roles?

LINDA: Would a part time HR person be attracted to the role? Depends on the person. We will consider that if the position goes on past 60 days.

JEN: I just wonder, I think of some of my colleagues going into retirement or wanting to do some consulting. A part time role could be attractive.

LINDA: We have those positions posted til the end of the month. We begin interviews for director of programs this week.

Data and Evaluation Project Updates

LINDA: Learning about the programs, digging deeper into the data that's on the scoreboard. This excites me, data and evaluation, but I need to keep pushing back because there's other things that deserve my attention. The work with Imogen is just about finished, hopefully the PD will be here in the next few meetings and we can start looking at how the data aligns with client track. Imogen has been very good working with Sara and the team to determine what's in the database. They have a meeting on 3/6 coming up. I'm very familiar with client track and the contract we have with MACC. I think next month when I come in and can talk about data it'll be better. Not just who is getting served, but what the impact is on them.

Linda's Onboarding Updates

LINDA My onboarding has been going great. Cheryl handed over an onboarding plan. Chris and I have a meeting every 2 weeks to discuss 30, 60, 90 day plan. This is the start of week 4, my focus has been on building relationships with staff and key volunteers. Getting to know people and programs and establishing regular meetings with my direct reports. I have 5 direct reports because of the open programs. They're going to keep doing what they're doing, they're not changing

anything.

In relation to the board I would like to start having meetings with committee chairs first, other board members next. Talking about strategic thinking, I'm really interested in what you board members think we're gonna look like in the future.

When I meet with people they tell me about what I'm gonna do, I say no this is about what we're gonna do. It's about learning and asking the important questions.

Also beginning to work with Andréa on key donor meetings, so I don't walk into meetings cold. She and I will be scheduling those so it's a nice hand off.

I already met with one of our contract person from OEO and want to do more of those in the next couple weeks. Meeting with key stakeholders I'm gonna need help from staff. I have 90 days to touch base with all of them. Knowing who those individuals are is going to be key. That's going to be my number one thing for meeting with board members

And working on management and operational things. Working with Andrea to make a development plan for the year. It might look a little different, but work for the year

I'm a policy, practice, and procedure person. I will ask, "Is it written?" My job is to protect this organization's assets. I want to know the position in the past, where we are, and moving forward. A good example, Jane and I talked about capital expense. I asked, "Is there a policy? Is it written?"

And to focus on fundraising, there is clearly a delineation between programming and operations. We have cashflow now, we have three positions open. My focus for the next 12-18 months is how to we get 100% funding for all direct service staff. We'll slide by with some events, but if we can get those positions 100% through other sources, like foundations, it'll be great for the organization

So, for myself, reading a lot. There's a lot of folders to go through. I ask a lot of questions, the staff have been very patient, and Chris has been great too. At my next meeting with Chris I'll present my 30-60-90 day plan

MARINA: Do you feel like this is the job you signed up for?

LINDA: This is my dream job. The staff have been very appreciative of the skills, knowledge, and experience I bring to the table. This is my opportunity to give back. I've not worked in an organization with so many volunteers. It's surpassed, not my dream job, but it's something I enjoy doing. I don't wake up frustrated. I've had a lot of experiences managing tumultuous times, fun times, not every day will be the best day. But there will be more days that are gonna be great than challenges.

JEN: What's been your best surprise since joining?

LINDA: Meeting the volunteers. I can't tell them from staff. That tells me how committed people are to the success of the organization. And sustaining and building capacity of this organization. Not necessarily growth, like the GRH funding, there's gotta be some research done about how do we fund it. How many youth do we work with a year?

STEPHEN SPEARS: I appreciate the work you're doing thinking about how things are funded. We've measured the health of the organization by X amount of dollars, but I don't think that's an accurate snapshot. It's great to have a lot of cash, but a lot of cash can go away very quickly.

LINDA: And this is not as big an organization as I come from, but it's always on my radar. But in the most challenging times for nonprofits in our state we were doing well, and that's because you have to think about finances in the future. I'm not a financial guru, but I definitely have my eyes on programming and the financial health of the organization.

JEN: Tangential, but not related. Andréa how do we pronounce your name?

ANDRÉA: it's Andréa.

LINDA: but I'm glad to be here.

MARINA: I have a question, related, kinda generally. For a while our marketing materials talked about ending youth homelessness by 2020. That was our tagline. Has it changed? I see it says on our mission

ANDRÉA: That is completely gone.

CHRIS: Any other questions? I've just been thrilled to have Linda on board. Email, text, phone call, in person. The way that you're looking into things and asking the right questions. And the fact that it's really close if not the dream job I think means that we've got good alignment. Any other questions for Linda?

LINDA: I will be reaching out to all of you

CHRIS: One of the critical pieces we've been talking about the best way to get exposure for Linda to the board and vis. Versa. She'll start with the committee chairs, we talked last fall at our board retreat about a spring retreat. We were tying up loose ends then. I think we're at a good place now to start talking about that. I'd like to look at times in late March or mid-late April. I would recommend a Saturday morning or Sunday afternoon, to ensure we still have time to meet family obligations. I'll get a poll out and we'll see where people land. I like the idea of having time to not just work but be a little social and commune. And potentially before and after some libations.

MARINA: Will it be facilitated again?

CHRIS: I think that's a good question. As part of figuring out the date, I want feedback from you about what you'd like to see. I think there's some board development, understanding the role of the board in a governance model. We were talking about the transition of the board, there's no one here from the switch of operational board to a policy and governance board. Making sure that we have that shared understanding is beneficial. One of the things I enjoyed about Tony running the last meeting was that I could participate. I would probably be looking at bringing someone in... whether it's Tony, or even Cheryl.

I want to make sure as well that you participate, Linda. As we learn and grow that synergy is important. Open to ideas. When I send out time to look at a date, I will also solicit some additional ideas and topics we think are important to cover. We'll order them and get to as much as we can.

I'd like to have 6 hours. I think last time we had 4 which was a little short, especially when you consider mealtime. I'd be looking at Sat morning or Sunday afternoon. Sound good?

MARINA: Sounds great!

General consensus from board that April is a better time than March for board members... after tax season.

CHRIS: there is a meeting room at Invictus. We've got a great conference room at the office but getting out of our comfort zone is also nice. Maybe we can get the tipsy steer to cater for us. We'll figure it out. We're way early, but are there any extra items? Really good, robust conversation tonight. I appreciate that about this board.

JEN: Can we send updated meeting invites?

CHRIS: John, can you send out a poll? And outlook invites?

JOHN: Yes.

CHRIS: Can you re-send the invite for this meeting to reflect this location?

JOHN: Yes.

CHRIS: I'd like to keep our regular cadence for now.

JEN: Agreed. I just want to know how we measure our success.

LINDA: Would that retreat replace the board meeting for that month?

CHRIS: It could. Depending on when we have it?

MARINA: Let's get the date set first.

STEVE NASH: I think, Linda should decide how important is it, can we incorporate the work into that meeting. If we can plan for 6 hours, I think we can get a little bit of stuff in it.

MARINA: I would vote for 2-8 pm on a Sunday.

CHRIS: We'll send it out and go from there. If people think it's a little long, then we can change. We'll compromise and we'll look for a 5 hour window. I want us to have some social time as well. And we can have social time other times too.

MOTION TO ADJOURN (6:25 pm)

Motion by Mark Nolen, second by Jen Stone to adjourn tonight's meeting (Monday, February 24th, 2020). Motion Carried.

Meeting Adjourned 6:25 pm.

Respectively submitted, jds.