



BOARD OF DIRECTORS MEETING

Mission: Providing pathways to end youth homelessness.

Agenda Monday, March 23, 2020- VIRTUAL/ CALL IN MEETING

Call to Order (Chris Warner) 5:10 pm

Board Members Present:

Chris Warner- Chair
Stephen Spears- Vice Chair
Sarah Nohner- Treasurer
Marina Bressler- Secretary
Sue Woodard
Sean Haag
Jennifer Stone
Sheriff James Stuart
Leanne Matchen
Stephen Nash
Anna VonRueden

Staff Present:

Linda Bryant- Executive Director
Andréa Kish Bailey- Vice President of Advancement
Jane Schipper- Finance Manager
John Stark- Executive Assistant

Open Forum (Chris Warner) 5:11 pm

Approve Agenda (Chris Warner) 5:12 pm

-Approve agenda for March meeting (Sue Woodard)
Motion by Sue Woodard, seconded by Jen Stone, to approve the agenda for tonight's meeting (March 23rd, 2020). Motion Carried.

Approve Minutes (Chris Warner) 5:13 pm

Motion by Marina Bressler, seconded by Jim Stuart, to approve minutes from February 24th 2020 meeting. Motion Carried

Financial Reports 5:15 pm

- February Financial Reports (Review) (Jane Schipper and Sarah Nohner)

JANE: We are looking at page 15 with the Profit and Loss dashboard for February. February was a good financial month. When you look at variance to budget total, It's incredible that we're that close. It feels

good to be 6k above what we budgeted. We had a very good month with the store too and had one resident move out of hope place.

Not all employees are taking part of benefits, so our variance to budget net income is about \$100,000. As we anticipate unpredictability in the coming month we're going to need that \$100,000.

Any questions?

SARAH: As I was out of commission last week, question on the store income. Maybe we'll get to that with COVID discussion. What are the hours of operation?

JANE: There is a big change. I think Andréa is going to speak into the store with development updates. We had some really good momentum with the after hour parties that were going on at the store.

Going on to the balance sheet, it was good considering its winter. There was an increase of cash in current assets, liabilities- our two mortgages slightly decreased from last year (HP and HQ). Increase of equity with restrictions mostly due to OEO contracts, has changed from few months. When you look at cash flow December, January, February it's a very steady amount of cash. We are going to see three new staff hit the payroll in April, so that's going to be a change especially predicting a decrease in donations.

Any questions?

No questions.

CHRIS: Sarah, anything to add?

SARAH: I actually haven't had a chance to connect with Jane so I appreciate her taking over at this meeting.

SEAN: Are we starting to forecast out projected or expected impact? I know it's hard to predict, but are we starting a sensitivity analysis.

LINDA: So we just started making changes in terms of programming responding to what's going on this environment. It's really only been a week and a day for us to dive into that. It is on the agenda.

UNKNOWN: Maybe we can get a further breakdown next month. Percent of give every month vs one time. Has the trend in March looked pretty good so far?

JANE: March is a little quiet so far.

SEAN: I'm even thinking with the 4k we may be facing having to postpone that.

CHRIS: Really good questions. I think we're going to touch on many of them as we talk through the events. We'll talk through the events and what we're forecasting. At the end I'd like to have a discussion of questions and things for staff to consider as we move forward.

SARAH: With the open positions? Have offers been made or could we hold off?

LINDA: Offers have been made. I will have to assess at the end of this week whether or not to postpone those positions. We had two very strong candidates. And not just to get through this crisis, but to be in a good position when this crisis is done we're going to need those positions. I can talk through that.

CHRIS: Let us, good questions. Linda, we'll talk about staffing and other issues and can discuss implications.

Executive Director Update (Linda Bryant) 5:15 pm

-Programs Update

LINDA: I'm just going to do a little follow up from the last board meeting. I did investigation into our clinic provider. The clinic is not active, it is reflected in the reports that come out is assistance in medical applications. We have a referral, there is a therapist that works in that same building. So that's where those numbers are coming from. We will revisit that once we have the director in place.

CIRCLE 4 HOPE. I visited Excell Academy so I understand what the prevention services are. I know the CEO of the school. It's great because one of the McKinney-Vento Act, we provide specific resources for those youth and their families. Figuring out how to measure that through a school system is a lot more challenging, because of data privacy. There's a lot more things we can measure through the school too. There are three volunteers there but HOPE 4 Youth provides other resources too: HOPE 4 Youth keeps a cabinet of supplies and we know how to track that information.

DIC and outreach: up until this crisis we were seeing on average 6-9 youth per day in the DIC. That's all reflected in the data that is provided to the board every month. One thing I was focusing on since last meeting was outcomes as opposed to outputs. We are showing outputs, we are writing outcomes to say what we do and the impact that we have on the youth that are being served. We are facing an adjustment right now with COVID 19.

Outreach in Columbia Heights, mentioned last meeting, has been put on pause before this crisis. We were not achieving the numbers or outcomes we hope. We have meetings scheduled to re-evaluate with the Lutheran church. We view that as a satellite and we aren't having youth navigate to that program.

I think the other challenges that staff are being faced with is housing. That age population is an issue- all over our state. Families and adults in general. We need to focus on housing stability and maybe we can move them to permanency.

We have had staff out sick and in and out for vacations, so it has been hard to keep momentum without a full team.

SARAH: Question back on the clinic, is it being outsourced or??

LINDA: That was one of my first week visits. The intention is to revisit what services should we offer to youth who come into that building as a health model. It's also a way to generate revenue to provide coverage for programs and services. We aren't going to abandon the health model side of HOPE 4 Youth it is key as we work with people who are homeless. My goal is that we can get another provider on site since we are still holding the space for that clinic. My goal for the next 6-9 months is to have early

discussions with some providers.

STEVE: Is the problem a cost problem or providers aren't willing to do it?

LINDA: The clinic was closed before I started. What I heard was that the former director decided that it was going to end. And also that the clinic charged a fee for service

JANE: They were not charging a fee for the year and half, but they were bringing in a new model where they wanted to charge a fee. And that was part of the reason why it was closed.

ANDRÉA: we did also receive a grant from Allina foundation for the clinic, but we have not been able to identify a partner

UNKNOWN: we cannot go back to the provider we had?

ANDRÉA: we went back, but they have a whole new structure and cannot work with us.

LINDA: There are also teen clinics around the state to partner with to see if they want to expand to Anoka county. To have a teen health service provider would be very beneficial to this population. I have contacts in Minneapolis and I will investigate, put out inquiries. I had partnerships with two other hospitals, to see if there's any interest in what we're doing. It's a program we want to keep and continue with this organization.

SARAH: are there ways to take youth who need these services somewhere so they can get serviced?

LINDA: I don't think we're not doing anything, when youth need resources we do referrals. It would be nice to have on our menu of services when youth walk into that building. And then the mental health services they get a referral for two doors down.

LINDA: I can talk about what the programs are doing now with COVID 19. We've closed the DIC and resources are being delivered to participants. Rather than have them come to the drop in center, we didn't want people waiting outside the door or having staff handing services through the door. Young people have access to 24 hour crisis line, we also are giving out bags from our food shelf when youth call in. We also have grab and go meals, since we were providing one meal a day, youth come to the door and they are handed to them. What's not available is showers, the lockers, the washer and dryer. They still receive case management if they are already enrolled in our programs. But effective today that facility is closed.

At HOPE Place we are providing 24/7 coverage. Security is there 11-7, staff are signed up to take shifts.

HOPE Homes, Brenda is doing remote case management and we cannot enroll new youth into our program. It is lengthy, not online, all face-to-face. We are still able to provide limited services and we put that information to the public to call our phone line and we can assist with the next steps

SARAH: How is the feedback? I guess you just started...

LINDA: Just started today. The only way I can see us getting feedback from participants is if they go online or call and complain. I think once we start getting feedback we'll keep responding to it. If we

come up with a plan today, things might change by midnight tonight. It's how the whole last week has gone, we've come up with plans and back up plans. We're being faced with a situation where we have to take care of participants but we have to take care of staff.

To lose 90% of your workforce (volunteers), we had to find new ways for them to stay engaged. Most of our volunteers are 55+, but they've joined work-committees to find ways to stay engaged. As soon as one staff has crisis, we have to revisit, restructure, replan and keep moving. They have never gotten stuck on one plan. We change and we keep moving forward.

JIM: I think you're spot on with the fluidity of this. We're getting updates every 15 minutes. Your multiple level of contingency plans is spot on.

SARAH: To come into a new organization at a time like this is no small challenge and I think you're navigating it beautifully.

CHRIS: any other program questions?

LINDA: I would like to say one thing- it would be nice to get something from the board. Last week was a very, very tough week for staff. It was like a month worth of work in one week. The staff stepped in and worked really hard. A thank you from the board would really mean a lot. This is a dedicated and committed staff. Even the two people we hired, they're willing to come in early. People are really dedicated to the mission of this organization.

SUE: I'm even wondering if you would recommend a \$50 grocery card or something like that. Is there a staff email address.

LINDA: I think John can help us with that. John has contact with everyone.

JOHN: Yes, definitely.

SUE: Would you recommend a material gift?

LINDA: I think a giftcard would be nice. I want to be careful how we do that, especially since we're asking for donations for the people we serve. I want to be careful how we do that and the message that sends.

SUE: It might be something, if you decide on it, we could pass around the hat at the board and probably fund that. I don't want to speak for everybody, but I think we could do something to be grateful to the staff.

LINDA: Is that a motion?

SUE: Gang, you want to unmute and discuss whatever Linda thinks is best.

JEN: Yes

SEAN: Yes.

SUE: I don't think it needs a motion. Linda, when you come up with something we'll see if we can get the

board to contribute to do something nice for the staff.

CHRIS: I was just going to ask if you could spearhead, Sue. I'm hearing, if you as an individual have something you want to say to staff, if you are so inclined, send it to John.

I really like that this board is so appreciative of the people who are doing work on behalf of this organization. Thank you all of you for your time and compassion.

Development Update (Andréa Kish-Bailey) 5:35 pm

ANDRÉA: I want to address the hope's closet question that came up. Most volunteers are 55+ so we closed, to protect the high risk group. It diminishes what we can do, since it is a volunteer project of ours. It is closed. It's a little disappointing because we were doing well with our after hours parties. There are ideas of how to do virtual online after hours parties. I did talk with the team today to make sure we're putting energy into programs and if volunteers want to step up to run after hours parties, we can assist them. I don't think it's something staff can put energy into right now.

We are looking into Poshmark, an online resale site. We are trying to engage volunteers, so they continue to think "HOPE 4 Youth" as their nonprofit of choice. We have about 90 volunteers who serve regularly at hope's closet and we don't want to lose that group of ambassadors.

Similar to that the Donation Center is closed. It is driven by volunteers and all donated items. We thought it was best to put that on hold and not put staff and volunteers at risk. And we don't want to horde items if we can't get them out the door quickly.

We do want to keep donors and volunteers engaged. Monica is doing weekly conference calls with volunteers to keep them engaged, connected, and informed. They are on the forefront of our minds. An email went out to donors today asking them to support us.

In terms of events- the appreciation event is postponed. The other event is the 4k on 5/1. We are looking at two possibilities: postponing the event (Bunker donates everything to the event) or making it virtual. Most of the money that's raised through the 4k comes through donations. Our goal is 40k, most of that comes from peer-to-peer campaigns.

We also reached out to Bunker to see if we can postpone the event and if they can be so generous?

Donations, we did get \$12,000 in the mail today. So that's very helpful.

LINDA: That is great!

Steve: I think the one problem with pushing a later date, since daylight gets longer they're going to be golfing until 9:30 or 10:00 at night.

LINDA: I think it's also seasonal. You mentioned Andréa that this is a low activity time for them.

STEVE: But it is close to the Anoka park system. You could do it in the park.

CHRIS: I was just going to say, so the board knows, the team continues to do a great job. They are exploring every possibility. What if we did it virtually. Running around their block, the neighborhood, or another course. Providing opportunities for people to keep involved. Thank you for the team.

ANDRÉA: I think virtual 4k is not the worst idea. I think postponing is hard, because you don't want to get too close to the Gala. For the 4K we had budgeted:

\$17,500 Sponsorships
\$22,500 Tickets
\$37,500 Peer to peer fundraising
\$6,500 for On Site (games, silent auctions)

Most of our money comes from social media and peer to peer. I think we can pull it off. It would give people something to look forward to.

We talked to staff about the breakfast. It is not scheduled until June 4th. So we're going to hold off to see if we want to hold that as planned, or go back to a mail appeal which we have done in the past. There are options there.

CHRIS: Good, Thank you. As we kind of said at the start it's a unique time. I'm going to hand it over to Linda as well as a proposal we have. The staff and leadership team have done a good job looking at things and creating proposals for if they get sick, they have been in contact with someone and need to self quarantine, or there are other issues that may keep them from coming into work.

Board Business (Chris Warner) 6:00 pm

- COVID 19 Discussion

LINDA: I know that when we hire our Finance person one of the things that's going to be looked at is the employee handbook. Now I think is time to amend or create a policy in regards to staff leave because of the Corona Virus.

Jane and I looked at different scenarios and costs to make a policy for staff who might have to be away from work. We looked at scenarios and costs, because it's almost like adding a whole another payroll cycle. I'm asking the board for permission to add a HOPE 4 youth COVID 19 leave policy for staff who might have to leave. It would become effective today through 6/6. It wouldn't be forever. Offered to full and part time employees. Employees could use if they have symptoms, family member tested positive, we have a situation now where parent has to stay home half time. We want to support staff who are also affected. I'm asking the board to approve an 80 hour paid leave for employees through 6/6 (an arbitrary date). To be paid to employees who do not have PTO, prorated for part time employees, they could access those PTO days but they would have to use Three days of their own PTO first. If I only had two days of PTO, according to this policy, I would have to take one day unpaid and then those 80 hours would kick in. Asking to be updated to employee handbook, temporary. Has not been run past staff.

ANNA: Can you talk through your rationale of the three day grace period?

LINDA: It's all about equity. Some people have lots of PTO hours, some people have zero, some people

are new. By having people use their own time first and then the 80 hours, it would reduce the cost to the agency. Jane, do you remember what the average PTO was for staff? We had a lot of staff who had just gone on vacation.

JANE: Most staff have less than a week of PTO accrued.

LINDA: And we had a new staff person today.

JANE: And we were thinking to have staff wait 30 days before this policy.

JEN: I've done a lot of benchmarking in the for profit sector regarding this policy. My one consideration I would put out there is around three consecutive days, since staff are working so hard right now. I would be a fan of getting rid of that. We're asking a lot of employees to think outside the box, work in new ways. I think the most we can do to support or reward them. I think this is consistent with what industries are doing right now. And candidly, organizations that did have a three day policy or have people borrow against their PTO have backed off of that. It's unprecedented time. If we think of people having less time when they get back to their lives, that's actually a disengager.

UNKNOWN: And I read those 80 hours as something they could access through. And I know my organization works with MACC and has in place, our board didn't decide on, but the state of MN is allowing any employee to have access to. Regardless to what is coming out of our budget.

I know the one thing that I am kind of struggling with to is staff, I don't know how many are parenting or are being affected being home with kids. But we're seeing staff losing hours or losing pay because of the lack of available work to do. I'm wondering if we already have something to staff, and now you are working less hours. Would we do something for that?

LINDA: With the HOPE 4 Youth workforce we have found a way to not get to that point. For example, the one staff who works at HOPE's Closet was given an opportunity for a shift at HOPE Place. We have a staff who is 55+ and he is answering the phone during Drop In Center hours. We really worked hard at that. And how long we can keep that up really depends on how long this is going to go on.

There is enough here to do, even if you work remotely there is a lot to be done.

CHRIS: I think that's a really good call out and a point there. But this is really designed for folks if they can't contribute and need to not be present at work and tend to themselves.

UNKNOWN: I would agree, enabling them to access the 80 hours without the three day requirement.

LINDA: I can make that change.

SUE: In the small points department, should we change PTO days instead of sick days?

LINDA: In regards to FMLA, the state hasn't released anything yet.

SUE: We have an emergency leave act that we're putting into place at my work, it doesn't just cover if they're sick, it covers for their children being out of school and needing support.

LINDA: Okay.

JANE: Can I ask a question? What about the new staff people who are starting? Do you all feel comfortable all of them having instant access to that?

UNKNOWN: I would say yes, it's not any fault of theirs given the timeliness of this.

CHRIS: I would agree. It's highly unlikely, given the excitement of, that people would say this is something to take advantage of. I think truly caring for our people. If one of our new hires needs to use that leave, I think it speaks volumes to the care and support that the organization is giving them.

LINDA: And I do recognize, 80 hours is not a whole lot of time in this situation. I think it's better than nothing. Look at how long kids could be out of school.

UNKNOWN: And I think the 80 hours seems consistent with what I've been seeing across the nonprofit sector. It fits with the potential around a 14 day quarantine

CHRIS: any further discussion? There is obviously a potential cost. Because it is a change in policy, and Linda keep me honest, we need to make a board motion for the board to approve this and it to go into affect.

LINDA: There is a cost associated with it and there is a significant change to the handbook, it would be a board motion.

JANE: We'll make it an addendum.

CHRIS: And as we were looking at potential cost, if used, if all employees used this, it's about \$38,000. That's the potential cost, a full payroll.

LINDA: We looked at it as a full payroll cycle, jane's done the math. This is not their PTO that factored in. And people have PTO in addition to this.

CHRIS: I wanted to provide awareness to the board as we do have a financial obligation to the organization. A full payroll cycle will be 37-38k.

SUE: It's a small price to pay if we can retain these employees who have kept us afloat.

CHRIS: I wanted the board to have full awareness. I'm a little surprised no one has asked that yet. Linda and the team have done a full analysis of the impact it would have for the organization.

LINDA: And there are larger foundations who have small grants they're offering to help keep organizations afloat. And we're going to apply for those. We have a capital campaign in 2021 and we want to take advantage of opportunities.

US Bank just announced today that they are releasing new grants.

CHRIS: A lot of banks, any of the financial institutions that we have a relationship with that we pursue those as well.

CHRIS: With the proposed leave policy we would be looking at a motion for this policy.

Motion to approve the proposed COVID 19 Leave Policy

Motion by Jen Stone, Seconded by Stephen Spears, to adopt the proposed COVID 19 leave policy.
Motion Carried.

CHRIS: I can't say how appreciative we are of the staff and Linda's leadership. What we are doing to support our youth and the staff that serve them.

Before we move on to committee updates, any other questions about our response to the coronavirus. I know we talked a lot and throughout, but wanted this opportunity for the board to ask any other questions.

No questions.

Committee Updates (Committee Chairs) 6:21 pm

- Nominations Committee (Sue Woodard)

SUE: My next step was to get together with Linda to hear her vision on who we need to add to the board. Get recommendations. In light of everything going on, we've put that on hold. I think it's somewhat related, and needs to be talked at some point in the length of board terms and the staggering of those terms. I think we punted to the retreated. Know that those are outstanding uses.

- Strategic Planning Committee (Jennifer Stone)

JEN: I will have time with Linda on Monday. We will discuss how we pivoted to a steering committee, the goal is to get that group back together after I meet with Linda.

- Finance Committee (Sarah Nohner)

SARAH: We don't have any huge updates. Just know that we will be looking at forecasts, future six month look as we navigate through this new normal. We'll be digging into that more. I know Sean had asked the question about models, impact. Something to keep our eyes on.

- Development Committee (Stephen Nash)

STEPHEN: Linda and I have been trying to get together, but we will get together. Given what's going on I think there's going to be huge impact on events and potential donors. Don't have anything now, but I'm sure next month we're going to have a lot of things.

CHRIS: It is a unique time. I think there's going to be a great case study at sometime. Weathering through this in donor relations is going to be an interesting part of it.

- Executive Committee (Chris Warner/ Linda Bryant)

CHRIS: We are still planning ongoing forward with a board retreat for Sunday the 26th. Jim you are the only one unavailable that night.

JIM: I predicted I would have to cancel anyway. It's been 24/7.

CHRIS: Caring for our communities will always be a priority. That 2-7 time frame might flex a little. I am

meeting with Cheryl about some of our outcomes and things we want to discuss. If you have things you want to discuss, shoot that over to me. We do have a fairly robust list of topics we want to get to. Again, I reached out to Cheryl to help facilitate that. As skillful as I or the rest of the board are at facilitation, I am jealous and I want to participate. Cheryl had a conflict, but due to current circumstances she is available. I am taking her up on her offer to support us.

It will be virtual, so we will be sure to have the technology we need in place.

We will try to use video technology so we can gather as well as we can in a virtual context.

We have a lot a lot a lot of opportunity for our board and what comes next and how we support the organization. I'm excited at the retreat to look at how that'll help support us, deepening knowledge of what our roles are, our strategic planning process, as we long ago made the leap from operational to governance.

Please send me any ideas. Unfortunately we won't be providing lunch, but I would love to see whatever cool snacks or treats you might have.

we do have a couple minutes left- any questions, comments, or observations you might have for the staff

SUE: Just to reiterate, I cannot express enough thanks to Linda. Walking into an organization to a different crisis management and learning new things, to this crisis, you cannot have imagined. We see it in the way you support staff and the youth that we serve. Very thankful to have you.

CHRIS: Please do not hesitate to send your thanks. I mean this, do not hesitate to contact me. We will get communication out for April. Just know the retreat will fulfill that board meeting. If we feel like we need that dedicated time, we will. It's my goal to fulfill the April board meeting. I appreciate each of you.

Action Item Recap (Chris Warner) 6:25 pm

Adjourn Board Meeting (Chris Warner) 6:30 pm

Meeting Adjourned 6:30 pm