

## 1. **Table of Contents -- Board Member Manual**

- a. Brief History of HOPE 4 Youth
- b. Talking Points (2018)
- c. Strategic Plan Exec Summary (2019)
- d. Mission, Vision, Values Statements
- e. Board Member Policies & Procedures
- f. Bylaws (2018.11.12)
- g. Articles of Incorporation and 501(c)3
- h. Staff Organizational Chart
- i. Program Descriptions and Metrics
- j. Annual Marketing and Promotions Plan (2019)
- k. Glossary of Abbreviations and Acronyms
- l. Listing of Facilities and Purposes
- m. State of Fiscal Policies
- n. Investment Policy



Providing Pathways to End Youth Homelessness

# HOPE 4 Youth: A Brief History

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HOPE 4 Youth grew out of a community effort to combat youth homelessness. In November 2012, a series of news articles raised awareness of young people in the north metro Twin Cities who were in need of basic resources. The stories were published during the coldest days of winter and sparked an immediate reaction from the public. As a result, partnerships were built, donations solicited and in March 2013 HOPE 4 Youth opened our doors; becoming the first Drop-In Center for homeless and at-risk youth in the north metro suburbs.

When the doors of the Drop-In Center close, many of the youth find themselves couch-hopping or back on the streets. In response to this, we decided to expand our focus on long-term solutions to ending youth homelessness and as a result opened HOPE Place, the first transitional housing for young people ages 18-24 in the north metro suburbs, in late 2016. In 2018, we will continue to grow our programs, expanding into new opportunities for homeless young people as well as new revenue sources.

November  
2012

Meeting of the minds! Brian Swanson, an Anoka County businessman, and Karrie Schaaf, the Homeless Youth & Families Liaison for the Anoka-Hennepin School District, met for the first time to discuss how to help the young people in need of basic resources. It was their vision, passion and drive that laid the groundwork for HOPE 4 Youth.

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March  
2013

HOPE 4 Youth's Doors Open! After a few short months of planning, HOPE 4 Youth opened our Drop-In Center doors, in Anoka, Minnesota, for the first time on Monday, March 4.

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June  
2013

HOPE 4 Youth received our 501(c)3 letter from the federal government that officially recognizes us as a charitable nonprofit organization.

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November  
2013

The first staff, an Executive Director, was hired.

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2014

HOPE 4 Youth joins Heading Home Anoka.

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2014

Formed a partnership with the Anoka Work Force Center to bring their expertise to the Drop-In Center on a monthly basis.

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December  
2014

HOPE 4 Youth joined the StreetWorks Collaborative and the YMCA to begin outreach work in our community.

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October  
2015

HOPE 4 Youth purchased a building in Coon Rapids to be remodeled into a transitional housing facility for homeless youth.

February  
2016

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A new Executive Director, Lisa Jacobson, was hired.

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March  
2016

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HOPE 4 Youth launched a new logo and branding to reflect the population we serve.

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June  
2016

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Construction began on HOPE Place and a Capital Campaign kicked-off to raise the funds to pay for construction.

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July  
2016

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Sara Kemp was hired as the Director of Programs & Properties.

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September  
2016

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The inaugural The Darkest Night of Your Life 4K to raise awareness of youth homelessness and funds for HOPE Place was held at the Bunker Hills Golf Course.

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October  
2016

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HOPE Clinic, our on-site health care clinic partnering with Livio and the Goodrich Pharmacy, opened.

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December  
2016

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The doors of HOPE Place, our transitional housing program, opened, allowing the first 12 homeless young people to call it home.

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March  
2017

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The roof on HOPE Place was replaced.

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April  
2017

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HOPE 4 Youth launched HOPE TreeHouse in Partnership with TreeHouse Youth. HOPE TreeHouse meets the spiritual needs of the young people who choose to attend.

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May  
2017

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The inaugural Inspiring HOPE Luncheon to raise awareness and funds for HOPE 4 Youth was held at Leopold's Mississippi Gardens.

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# HOPE 4 YOUTH

Providing Pathways to End Youth Homelessness

August  
2017

HOPE Place outdoor improvements, including newly paved parking lot, basketball court, picnic pavillion, landscaping and garden, were completed.

September  
2017

HOPE 4 Youth purchased a van to help remove the transportation barrier from homeless youth at HOPE Place.

October  
2017

The first Board Meeting for Pathways 4 Youth, a partnership project between HOPE 4 Youth and St. Cloud area Rotary Clubs, was held. Executive Director Lisa Jacobson is also a member of the Board of Directors.

November  
2017

HOPE 4 Youth's Strategic Planning Committee presented our plan to end youth homelessness to Minnesota's State Office on Homelessness.

December  
2017

HOPE 4 Youth announced the opening of *hope's closet*, a resale boutique in Champlin, with 100% of the profits benefiting HOPE 4 Youth.

December  
2017

HOPE 4 Youth, in partnership with the St. Cloud area Rotary Clubs, announced that Pathways 4 Youth will be opening in 2018.

December  
2017

The first Out in the Cold 4 Youth was held and raised more than \$50,000.

February  
2018

*hope's closet*, our resale boutique, opened its doors.

March  
2018

HOPE 4 Youth celebrated its 5-Year Anniversary of becoming a 501(c)3.

March  
2018

HOPE 4 Youth was selected as the 2018 TPC ROSE beneficiary.

May  
2018

Pathways 4 Youth, a partnership project with the St. Cloud area Rotary Clubs and Catholic Charities, opened the doors to its Youth Opportunity Center, located in St. Cloud, MN.

August  
2018

HOPE 4 Youth purchased the headquarters office building at 2191 Northdale Blvd. NW in Coon Rapids.

September  
2018

HOPE 4 Youth began a partnership with North Metro Pediatrics on-site at the Drop-In Center to provide healthcare to the young children of the youth.

October  
2018

HOPE 4 Youth changed its fiscal year from January 1 through December 31 to October 1 through September 30.

October  
2018

This year's Gala 4 HOPE was the largest attended and had the most dollars raised at a Gala to date.

October  
2018

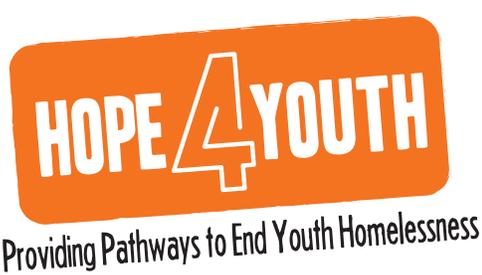
HOPE 4 Youth went mobile with the expansion of HOPE 4 Youth on Wheels! Program staff now take the van filled with resources to Community United Methodist Church of Columbia Heights and meet with young people in their community.

October  
2018

HOPE 4 Youth received a grant from the Pohlad Family Foundation to work on the Permanent Connections Program.

December  
2018

HOPE 4 Youth kicked-off its newest partnership with Excell Academy to pilot prevention programs - The HOPE Movement.



# HOPE 4 Youth Talking Points (2018)

**Mission:** Providing pathways to end youth homelessness.

**Vision:** That all youth feel safe, valued and supported while reaching their full potential. This begins with meeting their basic needs and leads to giving them tools to thrive.

**Goal:** To end youth homelessness in the north metro suburbs by 2020.

**Who We Are:** HOPE 4 Youth is 501(c)3 organization headquartered in Anoka, Minnesota.

## HOPE:

- **Housing:** Connect youth to the resources they need to find and maintain housing (shelter, permanent, affordable, transitional, etc.).
- **Outreach:** Meet youth where they are in the community and provide them with assistance in real-time and on their terms. We partner with StreetWorks to legitimize our street outreach.
- **Prevention:** Partner with community providers and resources to connect youth to prevention services.
- **Education/Employment:** Assist youth with finding a career pathway and the education and employment opportunities they need to move forward.

## Locations:

- **Drop-In Center:** We opened our doors in 2013, becoming the first and only resource Drop-In Center for homeless youth ages 23 and under in the north metro suburbs. The Drop-In Center provides food, clothing, hygiene products, a hot meal, laundry and shower facilities, and case management and is open Monday-Friday from 2-7 p.m. (Located at 2665 4th Avenue North, Suite 40 in Anoka).
- **HOPE Place:** In December 2016, we opened the doors to HOPE Place, our transitional housing program for youth ages 18-25, located in Coon Rapids. Twelve formerly homeless young people call HOPE Place home for an average of 12-24 months while they learn the skills necessary to become independent, self-sufficient adults. (Located at 80 Coon Rapids Boulevard in Coon Rapids).
- **hope's closet:** In February 2018, we opened the doors to *hope's closet* our new resale boutique and revenue source for HOPE 4 Youth. *hope's closet* is filled with handpicked, quality, new and gently-used men's and women's clothing, shoes and accessories, small household decor and gift items. 100% of the profit goes to HOPE 4 Youth's programs. (Located at 11350 Aquila Drive North, Suite 905 in Champlin).
- **Pathways 4 Youth:** In Spring 2018, we opened the doors to Pathways 4 Youth, a partnership project with the greater St. Cloud area Rotary Clubs. It is a replication of our Anoka Drop-In Center and HOPE 4 Youth provides the staff, programming and assists in all aspects of providing assistance to the homeless youth in St. Cloud. The Youth Opportunity Center will be open Monday-Friday from 2-7 p.m. (Located at 203 Cooper Avenue North, Suite 260 in St. Cloud).

**Volunteers:** 273 active volunteers at HOPE 4 Youth (as of Dec. 31, 2017).

### HOPE 4 Youth By the Numbers:

**2017 Statistics:** 446 unduplicated youth (ages 23 and under) walked through our doors in need of resources and services.

- 4,087 visits to the Drop-In Center.
- 6,222 times that basic needs (food, clothing and hot meals) were accessed.
- 137 youth were housed (permanent, transitional, partner shelters).
- 599 referrals for employment and education services.
- 101 visits to our on-site clinic, HOPE Clinic.
- 16 youth lived at HOPE Place.

### Youth Homelessness Statistics:

**Minnesota (Wilder Research 2015):** There are 6,000 youth on their own experiencing homelessness on any given night in Minnesota - 16% of the homeless population. The actual number is likely higher as youth on their own are some of the least visible and most vulnerable. They are less likely to stay in shelters than adults and have fewer legal provisions for housing and other basic needs.

- **Ages:** 3,500 are 18-24 and 2,500 are 17 and under.
- **Many have children:** 48% of females have children; 41% have their children with them. 35% are parents; 26% have their children with them.
- **Nine out of 10 have experienced at least one adverse childhood experience.**
  - 54% were physically or sexually abused or neglected.
  - 54% experienced an out-of-home placement (i.e. foster care).
  - 61% lived with a substance abuse user.
  - 60% witnessed abuse.
  - 48% lived with a parent/guardian with mental illness.
- **Health Issues:** 57% have significant mental health issues and 36% have chronic health problems.
- **Violence and Exploitation:** 53% have experienced violence and sexual exploitation.
  - 33% have stayed in an abuse situation to avoid being without a place to live.
  - 14% have been sexual with someone in order to secure shelter, clothing or food.
  - 19% have been attacked while homeless.
- **Youth are least likely to use shelters. In the past 30 days,**
  - 47% had couch-hopped or doubled-up; 30% stayed outside at least one night.
  - 24% of youth had been turned away from a shelter due to lack of space.
  - 56% meet the definition of long-term homelessness (homeless at least one year or four times in the last three years); 47% had been homeless for more than one year.
- **Barriers to Obtaining Stable Housing:**
  - 36% lack a job or income.
  - 23% can not find affordable housing.
  - 13% don't know how to find rental housing.
  - No credit history.
- **Homeless youth are accessing resources and services available to support them:**
  - Educational Opportunities: 52% were enrolled in an educational program; 91% of minors were enrolled in school. 68% of youth ages 19-24 have completed high school or a GED.
  - Employment: 42% are employed; this is higher than among homeless adults.
  - Healthcare: 69% have medical coverage; 60% have a regular place to go for healthcare.
- **Intervention:** Early intervention is key to breaking the cycle of homelessness. 25% of homeless adults report that their first experience of homelessness was as a child (under 18). Youth do not yet have the severity or chronicity of many of the problems experienced by homeless adults.

## How We Help:

### Programs:

- **HOPE 4 Youth Drop-In Center:** A resource Drop-In Center that provides food, clothing, hygiene products, a hot meal, laundry and shower facilities and case management to homeless and at risk-youth, ages 16-24. Drop-In Center hours are Monday-Friday from 2-7 p.m.
- **HOPE Place:** When the doors of the Drop-In Center close, many youth find themselves couch-hopping or back on the streets. Most of these youth want to stay in the north metro suburbs as it is their home. HOPE Place, our transitional housing program, is one of our long-term solutions to ending youth homelessness. Twelve formerly homeless young people (ages 18-25) now call HOPE Place home for an average of 12-24 months while they learn the skills necessary to leave their status of homeless in the past and walk out the door as an independent, self-sufficient adult.
- **Opening Doors Program:** Based on the 9 Principles, HOPE 4 Youth provides trauma-informed and strength-based supportive services including connections to mental health counseling and addiction treatment, educational opportunities, career pathways and employment, health and wellness education and independent living skills.
- **HOPE Clinic:** HOPE Clinic, our on-site healthcare clinic, allows us to meet the health and wellness needs of the youth at the Drop-In Center. HOPE Clinic is open every Wednesday from 3-5 p.m. A MNSure Navigator is on-site during HOPE Clinic hours to assist youth in obtaining health insurance. Goodrich Pharmacy provides prescription delivery to our youth at HOPE Clinic for free and gives us the lowest price possible on the needed medications.  
HOPE Clinic Provides:
  - Physical Exams
  - Pregnancy Tests
  - Medical Screenings
  - Comprehensive Blood and Lab Tests
  - Medication Prescription
  - IV Hydration
  - Stitches
  - Referrals to Specialists
- **HOPE TreeHouse:** Designed to meet the social, emotional, physical, intellectual and spiritual needs of homeless young people, through time with small group to large group activities, with a spiritual (Christian-based) core.
- **Street Outreach:** Through a partnership with StreetWorks, we strive to walk alongside homeless young people who are often invisible in the system, meeting them where they are and acknowledging and honoring their individual journeys. By seeking them out in the environment where they find themselves homeless, we are able to provide them with assistance in real-time and on their terms.
- **HOPE 4 New Moms Program:** This program provides holistic care that surrounds our young mothers and their children with all the support they need to break out of an ongoing cycle of poverty, homelessness and dependence. We welcome our pregnant and parenting young women without judgment and help to create real transformation in their lives by showing them that they have the potential to create a beautiful life for themselves and their child. This is possible through partnerships with ECFE and the Diaper Project, as well as the work we do through case management to connect them with education and employment, housing, medical help, GED tutoring, parenting classes and support groups, nutrition and other pregnancy and parenting resources. The goal of this program is to assist the young women in having a healthy pregnancy, a healthy and thriving baby and working towards self-sufficiency.

- **Housing Navigation 4 Youth:** Our goal is to end youth homelessness, permanently, in our community. One of the keys to that end is helping our young people learn the skills needed to find and keep housing. We have created an effort that coordinates all County resources to connect homeless young people with housing options. This includes housing navigation services to local landlords, being an assessment location for coordinated entry, and once housing is secured, taking the youth through the Rent-Wise curriculum. This covers everything you need to know about finding and keeping housing; how to fill out applications, how to adjust to permanent housing, good relationships with landlords and more. There is also individual housing counseling available.
- **Pathways 4 Youth:** A partnership project with the St. Cloud area Rotary Clubs. As a replication of our Anoka program, HOPE 4 Youth assisted the St. Cloud Rotary Club in opening a Youth Opportunity Center in their community. HOPE 4 Youth staff provides our program model, staff and assists in all aspects of providing assistance to the homeless youth in St. Cloud.
- **hope's closet:** Our newest venture, this trendy and charming re-sale boutique is filled with handpicked quality donated men's and women's clothing, accessories, gift items and small household decor. Shop for yourself or a friend while providing a new revenue stream for HOPE 4 Youth. 100% of the profits go immediately back into HOPE 4 Youth programs. *hope's closet* hours: Mon., Tue. & Wed. • 10 a.m. - 6 p.m., Thur. • 10 a.m. - 8 p.m., Fri. • 10 a.m. - 6 p.m., First & Third Sat. • 10 a.m. - 2 p.m., and Sun. • Closed.

**What We Plan to Do:** At HOPE 4 Youth, we are changing lives everyday by ensuring that the homeless young people who walk through our doors are equipped with the tools they need to leave their status of homelessness in the past. HOPE 4 Youth is not just an organization working to end youth homelessness by ourselves, we are part of a community that is working to end youth homelessness, and we are going to end it working together as a team.

We are piloting a new program that will impact the leading indicators of youth homelessness and end the problem as we know it today in the north metro suburbs of the Twin Cities. Together with partners in education, law enforcement, churches, businesses, civic groups, local government and the community, we will walk alongside young people throughout their childhood, serving as positive adult mentors who are equipped to have long-term effects on their lives.

HOPE 4 Youth has a cutting-edge approach to this work through a wrap-around program that supports youth who may be destined to be homeless and alone at some point in their childhood. It is our goal to prevent that from happening.

### **How to Get Involved:**

- Donate Funds:** Without financial support, we would not be able to keep the doors of the Drop-In Center and HOPE Place open, as well as grow the programs that we offer to meet the needs of the youth. There are several ways to donate:
  - **Donate Online:** Make a secure donation at [HOPE4YouthMN.org/donate](https://HOPE4YouthMN.org/donate).
  - **Donate Via Mail:** Mail a donation (checks payable to HOPE 4 Youth) to HOPE 4 Youth, 2665 4th Avenue North, Suite 40, Anoka, MN 55303.
  - **Become a GEM and Give Every Month:** Become a member of this club through our website and be invited to give a monthly gift in any amount. GEMs are invited to an annual event just for them.
  - **Join Champions of HOPE:** By making a total annual gift of \$1,000 you will be a member of this club. Champions of HOPE will be recognized in many ways - on our website, in our annual report, social media and with their own special event.

**Donate Items:** Youth who walk through our doors have access to food, clothing, hygiene products and more, with most of these items donated by individuals and groups. We also appreciate donations that provide budget-relief, as well as gently-used men's and women's clothing items for *hope's closet*. The Donations Center is open Wed. and Sat. from 9 a.m.-noon and located at 2665 4th Avenue North in Anoka. *hope's closet* donations can be dropped off during open hours.

**- Items that We Always Need:**

- Clothing: New Men's Boxers & Undershirts, New Women's Underwear & Bras, New Ankle Socks, New Tennis Shoes, Hooded Sweatshirts and Jeans
- Food: Cereal, Canned/Cup Fruit, Canned Meat & Tuna, Canned Stew, Chili & Pastas, Heat 'n' Eat Dinners, Hearty Soups & Ramen, Pasta Sides & Mac 'n' Cheese, Instant Potatoes & Rice Sides, Peanut Butter & Jelly, Healthy Grab 'n' Go Snacks, Juice & Gatorade and Bottled Water
- Personal Hygiene Items: Deodorant, Body Wash, Shaving Cream and Razors, Hand Sanitizer, Hair Brushes & Hair Picks and Towels & Washcloths.

**- Other Needs:**

- Top Needs List and Amazon Wish List can be found at [HOPE4YouthMN.org/donate-items](https://HOPE4YouthMN.org/donate-items).

**Volunteer:** HOPE 4 Youth offers one-time and long-term volunteer opportunities that directly and indirectly make a difference in the lives of the young people we serve.

**- Drop-In Center**

- Youth Mentor: We are looking for compassionate volunteers who want to help our youth meet their basic needs and reach their personal goals. Shift Hours: Mon.-Fri. 1:45–7:15 p.m. (split shifts available - most choose 1-2 per week).
- Meals Team: The youth count on a hot, nutritious meal for dinner every night. You and your team of 2-4 volunteers bring a fully prepared meal and serve buffet style to the youth and mentors. Become a monthly regular. Hours: Mon.-Fri. 4:30-6 p.m. (Plus MEAL PREP TIME off-site).
- Donations Team: We couldn't do what we do without the generous donations of our community. Help us greet the donors dropping off items, sort through donations, stock pantry shelves and organize the clothing closet. Hours: Wed. & Sat. 9 a.m. -12 p.m. Sign-up once per month or more.
- Clean Team: We pride ourselves on giving the youth the best and that includes a nice, clean environment. Individuals or groups from 10 to 30 people (ages 13 and older, preferred) come in to help clean our Drop-In Center. Hours: As needed or on a regular weekly basis, you choose.
- Handyman/Maintenance Team: Give us a hand with some basic maintenance projects at any of our three locations. Hours: As needed or on a regular basis, you choose.
- Donation Drives or Fundraisers: We need large group support. Help create a donation drive using our top needs list or work with us to create your own fundraiser and donate needed funds with a group.

**- HOPE Place**

- Welcome Center Front Desk: We provide emerging adults with safe housing in an intentional community designed to cultivate healing and stability, encourage personal development and optimize employment and educational potential. Hours: Shifts Available Mon.-Fri. 7 a.m. - 8 p.m. and Sat. and Sun. 7 a.m. - 3 p.m. (split shifts available).
- Garden of HOPE: Spend time outside in our new garden area teaching and working with the residents on how to plant, care for and harvest veggies this spring/summer.

**- Pathways 4 Youth**

- Youth Mentor: We are looking for compassionate volunteers who want to help our youth meet their basic needs and reach their personal goals. Shift Hours: Mon.-Fri. 1:45–7:15 p.m. (split shifts available - most choose 1-2 per week).

- Meals Team: The youth count on a hot, nutritious meal for dinner every night. You and your team of 2-4 volunteers bring a fully prepared meal that was prepared in a licensed kitchen and serve buffet style to the youth and mentors. Become a monthly regular. Hours: Mon.-Fri. 4:30-6 p.m. (Plus MEAL PREP TIME off-site).
- Donations Team: We couldn't do what we do without the generous donations of our community. Help us greet the donors dropping off items, sort through donations, stock pantry shelves and organize the clothing closet. Hours: Sat. 9 a.m. -12 p.m. Sign-up once per month or more.
- Clean Team: We pride ourselves on giving the youth the best and that includes a nice, clean environment. Individuals or groups from 10 to 30 people (ages 13 and older, preferred) come in to help clean our Youth Opportunity Center. Hours: As needed or on a regular or weekly basis, you choose.
- Handyman/Maintenance Team: Give us a hand with some basic maintenance projects. Hours: As needed or on a regular basis, you choose.
- *hope's closet*: Shift Leads, Donation Sorters, Retail Sales, Cashiers, Event Planning: This trendy and charming resale boutique will be filled with handpicked quality donated men's and women's clothing, shoes, accessories, gift items and small household decor - 100% of the profits go immediately back into HOPE 4 Youth programs. Hours: Mon., Tues., Wed. and Fri. 10 a.m.- 6 p.m. Thurs. 10 a.m.– 8 p.m. and 1st and 3rd Sat. 10 a.m. – 2 p.m. (split shifts available).
- *Special Events*: Special events volunteers assist at community fundraising events throughout the year in a variety of ways.
- *Events Committee*: Be part of the planning and logistics of our three major fundraising events in 2018: The Darkest Night of Your Life 4K (May 4), Inspiring HOPE Luncheon (June 12), Gala 4 HOPE (October 6).
- *Community Impact Committee* - Join this fun, hardworking committee as they assist with our several fundraising and tabling events throughout the year.
- *Faith Partners Committee*: The Faith Partner Committee provides a vehicle for faith partners to learn about and have a direct impact on youth homelessness in our community on a regular basis and to keep congregations informed on how they can make a difference in the lives of homeless youth right here in our community.

**Contact Us:**

**HOPE 4 Youth Headquarters**  
2665 4th Avenue North, Suite 40  
Anoka, MN 55303

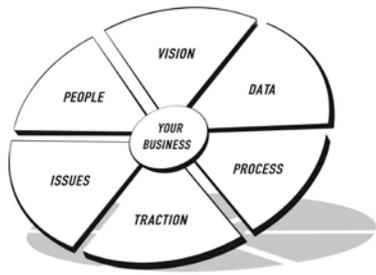
**Drop-In Center:** 763.323.2066  
**Outreach:** 612.849.2561

**Email:** info@hope4youthmn.org

**Website:** HOPE4YouthMN.org  
**Facebook:** Facebook.com/hope4youthmn  
**Twitter:** @HOPE4YouthMN.org  
**Instagram:** @HOPE4YouthMN  
**LinkedIn:** HOPE-4-Youth

**Hours:**

**Drop-In Center:** Mon.-Fri. 11 a.m.-7 p.m. **Donations Center:** Wed. & Sat. 9 a.m.-noon



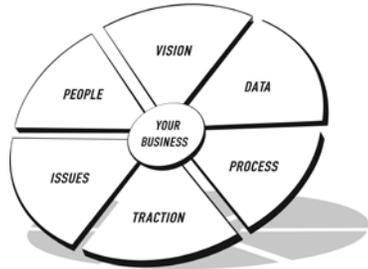
# THE VISION/TRACTION ORGANIZER™

## 2019 Strategic Plan of HOPE 4 Youth

### VISION

<p><b>CORE VALUES</b></p>	<ol style="list-style-type: none"> <li>1. Compassion (servant heart, seek to understand, assume positive intent) Programs, Volunteers, Community Engagement</li> <li>2. Innovation (generate possibilities, take risks, watch and create trends) Development, HOPE Movement, Marketing/Communications</li> <li>3. Hope (Optimistic, recognize and celebrate success, nurture each other) Programs, Volunteers, Community Engagement</li> <li>4. Integrity (model trust, accountable, do the right thing) HR and Finance</li> <li>5. Sustainability (Evolve, adapt, change) Development, HOPE Movement</li> </ol>	<p><b>3-YEAR PICTURE™</b></p>
<p><b>CORE FOCUS™</b></p>	<p><b>Purpose/Cause/Passion:</b> Providing pathways to end youth homelessness</p> <p><b>Our Niche:</b> Engineering unique solutions to achieve our purpose, following the Nine Principles</p>	<p><b>Future Date:</b> 2019-2022</p> <p><b>Revenue:</b> \$3.5 million</p> <p><b>Measurables:</b></p> <ul style="list-style-type: none"> <li>• The number of young people capable of getting jobs got jobs and kept their jobs</li> <li>• The number of engaged volunteers and community members</li> <li>• The number of youth needing housing are housed via HOSTS 4 Youth, HOPE Housing Navigation Program and more</li> <li>• HOPE in a Box (actual name TBD) is complete and available nationwide in several forms</li> </ul>
<p><b>10-YEAR TARGET™</b></p>	<ul style="list-style-type: none"> <li>• No children are alone and homeless in our community</li> <li>• Our engineered solutions are being shared nationwide</li> <li>• Every school district in every state is aware of what HOPE 4 Youth is and how to access our program</li> <li>• Put HOPE 4 Youth within reach of every young person in the nation</li> <li>• HOPE 4 Youth University is training Six 4 Twelve teams around the country</li> </ul>	<p><b>What does it look like?</b></p> <ul style="list-style-type: none"> <li>• More people are aware of the HOPE movement and want to be a part of it</li> <li>• Youth homelessness in the north metro suburbs looks differently than it looks today</li> <li>• When homelessness happens, it will be rare, brief and non-recurring</li> <li>• Six 4 Twelve (in a few forms) program in the schools is being done system-wide</li> <li>• New housing options (HOSTS 4 Youth, etc.) are helping youth eliminate homelessness from their lives</li> <li>• A HOPE 4 Youth app is created, scalable and being downloaded</li> <li>• We continue to have a successful social enterprise, engaging volunteers and donors from the community, bringing in new revenue streams</li> <li>• We have a scalable model of our Drop-In Center and are working on packaging that for other communities</li> </ul>
<p><b>MARKETING STRATEGY</b></p>	<p><b>The HOPE Movement</b>  <b>Target Market/"The List":</b> 1. Youth (homeless now or in the future and those who will never be homeless) 2. The community (Partners 4 Youth, local leaders, schools, law enforcement, families, volunteers, etc.) 3. Donors (churches, civic groups, businesses, individuals, grantors)</p> <p><b>Four Uniques:</b></p> <ol style="list-style-type: none"> <li>1. We are trusted and experienced</li> <li>2. We meet youth where they are at</li> <li>3. We give a hand up, not a hand out</li> <li>4. We focus on prevention as well</li> </ol> <p><b>Proven Process:</b> The HOPE 4 Youth Difference                  Ensure community awareness; meet youth where they're at; evaluate their needs; meet those needs for the short and long-term; continue to be there for them, even if they have a misstep, continue to follow the 9 principles</p> <p><b>Our Promise:</b> We can be trusted to care and make a difference in the lives of youth who need HOPE by providing a hand-up, not a handout.</p>	

# THE VISION/TRACTION ORGANIZER™



## 2019 Strategic Plan of HOPE 4 Youth

### TRACTION

1-YEAR PLAN	QUARTERLY ROCKS (Goals)	ISSUES LIST																																																																
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**Mission:** Providing Pathways to End Youth Homelessness

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**Vision:** That all youth will feel safe, valued, and supported while reaching their full potential. This begins with meeting their basic needs and leads to giving them the tools to thrive.

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**Goal:** To end youth homelessness in the north metro suburbs by 2020.

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## Core Value Statement:

We uphold these core values in our own work and promote them throughout HOPE 4 Youth. They represent what we believe in, what we stand for, and how we approach everything we do. We commit ourselves to work in support of the vision.

### Compassion, innovation and a sense of hope woven into everything we do

We believe that we can help our youth create a better future for themselves through compassion, empathy, understanding and change. This sense of hope leads to different approaches with the young people we serve and we watch closely trends that can help us be innovative in our work. We seek to nurture the spirit of our youth and each other by being non-judgmental and by recognizing and celebrating successes, as well as learning from valuable failures.

### Outstanding service, consistently going above and beyond

We are committed to a passionate and strong ethic of timely, dependable service to our youth, community, donors, board and volunteers and each other. Going above and beyond is the norm, not the exception. We strive to be a source of encouragement for our youth and each other in an environment of kindness in which we all feel heard, safe, respected and supported and as valuable members of a team.

### Integrity and Accountability

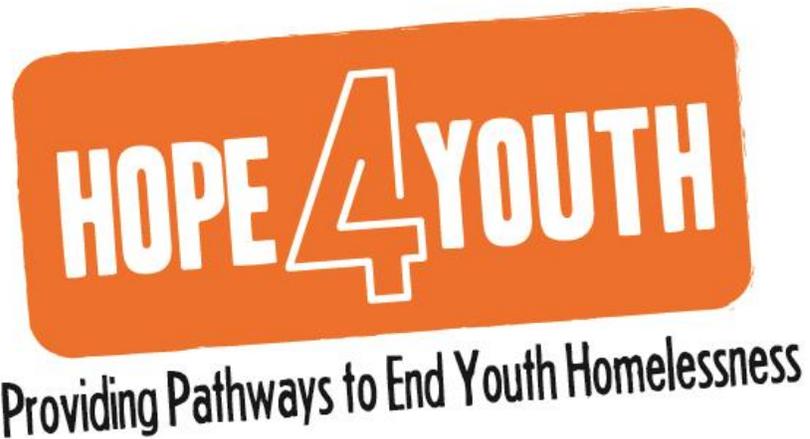
We help young people in achieving their goals and believe in modeling a trustworthiness and integrity that earns continuously the public's high regard. We hold each other and our youth accountable. This reflects an alignment between what we say, what we do, and how we do it.

### Responsible Stewardship

We are committed to careful and professional stewardship of all human and financial resources. This means we use carefully the time and talents of those working with us and we spend wisely the funds invested in us by our donors.

### Sustainability

We believe it is important to recognize the value of our work by investing in the organization, our community and our people. This includes providing learning opportunities for volunteers, youth, community members and staff.



# **BOARD MEMBER POLICIES & PROCEDURES**

## Table of Contents

Overview and Primary Areas of Responsibility	3
Primary Legal Duties, Responsibilities and Expectations	4
Pledge Form and Confidentiality Statement	5
Board Terms, Meetings and Time Commitment	6
Board Member Selection, Orientation, Evaluation and Termination	6
Committee and Task Force Process	7
Delegation of Board Authority	8
Executive Director Job Expectations	9
Monitoring Executive Director Performance	10
Legal Responsibilities of the Board of Directors, MN Council of Nonprofits	11-12
Communication Policy and Process for Board Members	12-14
Introduction to Robert's Rules of Order/ Parliamentary Procedure	15-18

**THIS POLICY AND PROCEDURE DOCUMENT SERVES AS THE GUIDING PRINCIPLES, REQUIREMENTS, AND EXPECTATIONS OF THE ORGANIZATION TO BOARD MEMBERS ON UPHOLDING AND SUPPORTING HOPE 4 YOUTH'S MISSION AND VISION. THE BYLAWS ARE TO BE USED IN CONJUNCTION WITH THIS GUIDE, AND SUPERCEDE ANY MATTER IN QUESTION.**

The Board is accountable to the public and to the law for all operations of HOPE 4 Youth.

The Board is responsible for defining the purpose of the organization, creating strategy about how the purpose is accomplished and assessing the organization's effectiveness.

The Board is committed to providing effective leadership and stability to ensure the achievement of HOPE 4 Youth's mission, which is Providing Pathways to End Youth Homelessness.

As the highest leadership body of the organization, the Board is fully responsible for setting the strategic vision for HOPE 4 Youth, and will do so with full authority, governance and fiduciary responsibility for the same.

The HOPE 4 Youth Board is a governing board, rather than operational. This means that there will not be employees of HOPE 4 Youth as board members, other than the Executive Director as an ex-officio non-voting member, and Board Members do not have responsibility or authority to perform any duties at an operational level unless it is specifically requested by the Executive Director.

The Executive Director (ED) is responsible for overseeing staff members, and keeping the organization aligned around the successful operational execution of the strategies, goals and objectives and overall organizational direction set forth by the Board.

**As a governing board, the HOPE 4 Youth Board has three primary areas of responsibility:**

- **Foresight:** The Board will look to the future, developing strategies that support the vision, mission and goals of HOPE 4 Youth. The Board thinks about the "why" and "why not," asks "what could be" in order to accomplish the overall vision of HOPE 4 Youth.

- **Oversight:** The Board will oversee the use of resources and assets of HOPE 4 Youth, ensuring that HOPE 4 Youth consistently acts in accordance to ethical standards, laws and best practices.
- **Insight:** The Board will focus on making the recommendations and decisions that are most important to the successful accomplishment of the organization's values and purpose, and spend time determining the best ways to deploy resources to achieve the mission.

**As a governing board, the HOPE 4 Youth Board also has three primary legal duties that go hand-in-hand with the responsibilities:**

- **Duty of due care:** Ensure prudent use of all assets, including facility, people, and good will; and provide oversight for the activities that advance the nonprofit's effectiveness and sustainability.
- **Duty of loyalty:** Make decisions in the best interest of HOPE 4 Youth; not in his or her self-interest.
- **Duty of obedience:** Ensure that HOPE 4 Youth obeys applicable laws and acts in accordance with ethical practices; that HOPE 4 Youth adheres to its stated purposes, and that its activities remain focused on advancing its mission.

**Further, the Board as a whole is responsible for:**

- Determining the mission and purpose of the organization
- Selecting, supporting and evaluating the performance of the Executive Director
- Strategic planning to end youth homelessness
- Ensure effective organizational planning
- Ensuring strong fiduciary oversight and financial management
- Helping to raise the funds needed to support the organization and its future growth
- Seeking out and recommending candidates as needed for consideration as potential Board Members or Committee Members
- Assisting to evaluate program outcomes as needed
- Enhancing HOPE 4 Youth's public image
- Assessing its own performance as the governing body of HOPE 4 Youth

## **EXPECTATIONS OF INDIVIDUAL BOARD MEMBERS**

Each individual Board Member is expected to:

- Know the HOPE 4 Youth mission, policies, programs and needs
- Read and understand HOPE 4 Youth financial statements

- Follow HOPE 4 Youth bylaws, policies, and board resolutions
- Serve as active advocates and ambassadors for HOPE 4 Youth and fully engage in identifying and securing the financial resources and partnerships necessary for HOPE 4 Youth to advance its mission
- Select a committee, task force or special project for participation
- Prepare for, attend and conscientiously participate in board and committee meetings
- Stand behind the decisions of the board and present a unified front outside the board room, regardless of individual stance prior to vote or discussion
- Display ethical and disciplined conduct, including proper use of authority and appropriate decorum in group and individual behavior when acting as Board members
- Commit time to training/professional development as needed or required

**Sign an annual Board Member Pledge form**, which includes the following:

- Leverage connections, networks, and resources to develop collective action to fully achieve the HOPE 4 Youth mission
- Give a meaningful personal financial donation
- Help identify personal connections that can benefit HOPE 4 Youth’s fundraising and reputational standing, and can influence public policy

**Sign an annual Board Member Conflict-of-Interest disclosure** and update it during the year if necessary, as well as disclose potential conflicts before or during meetings. Our Conflict of Interest Policy states that upon or before election or appointment, Board Members will make a full, written disclosure of interests, relationships, and holdings that could potentially result in a conflict of interest. During their term, Board Members must disclose any interests in a transaction or decision where the Board Member, their business, family, employers or other affiliates/close associates may receive a benefit or gain.

**Sign an annual Confidentiality Statement**, stating that Board Members will maintain confidentiality about all internal matters of HOPE 4 Youth, meaning to hold in strict confidence all confidential information, not directly or indirectly divulge, disclose or make use of for any purpose whatsoever confidential and proprietary information of HOPE 4 Youth, except as expressly authorized by HOPE 4 Youth to carry out Board Member duties and responsibilities. This includes information pertaining to donors, clients, volunteers, staff members and fellow Board Members.

## **BOARD TERMS, MEETINGS AND TIME COMMITMENT:**

- HOPE 4 Youth Board Members will serve a three-year term to be eligible for reappointment for two additional terms.
- Committee meetings will be held monthly, board meetings at least six times per year.
- An annual meeting of the Board shall be held pursuant to the Bylaws.
- Attendance is expected to be at least 90% for board and committee meetings. Allowances exist for Public Servants per the Bylaws, but are asked to be an active and involved member in all ways possible.
- Board Members may volunteer time, but are asked not to do so in roles where they would be in contact with clients, and should review volunteer involvement with the Executive Director.

## **BOARD MEMBER SELECTION, ORIENTATION, EVALUATION, TERMINATION**

1. Selection. New Board Members will be chosen with care for their ability to participate constructively in the process of governing. A publicized nomination or search process will identify diverse potential Board Members who are willing to commit to the above guidelines. Nominations shall be made to the Board Nominating Committee. Officer Positions and descriptions are set forth in the Bylaws of HOPE 4 Youth.
2. Orientation. An orientation will thoroughly expose each Board Member to HOPE 4 Youth's programs, processes and the Board's own process of governance.
3. Evaluation. The Board will perform a self-assessment on a semi-annual basis, in November and May, by which to evaluate the effectiveness of the Board in accomplishing their charge and responsibilities and determine areas for further attention and improvement.
4. Removal. The Board will review instances in which any member does not appear to be in compliance with Governance Policies or the Bylaws of HOPE 4 Youth and may remove any member from the Board pursuant to the process set forth in the Bylaws, on 2/3 vote of the entire Board of Directors.
5. Exit process. When a Board Member's service ends, whether by removal, resignation, or normal term completion, the Board Nominating Committee will direct an exit process to obtain feedback from the terminating member regarding the Board process and governance of HOPE 4 Youth.
6. Emeritus Status. Certain departing Board Members may be granted "Emeritus Status" as defined by the following statements:

HOPE 4 Youth wishes to recognize former Board members who have provided valuable or notable service to the organization, but are not currently in an active Board position. The following considerations have been established for this honorary membership recognition, all may not apply:

- Founding member of the HOPE 4 Youth organization
- Attended 90% of the meetings held during their board term
- Served as an effective spokesperson for HOPE 4 Youth
- Chaired a board subcommittee and worked on a significant project
- Major donor or contributor to HOPE 4 Youth

Additional considerations may be reviewed, and will be selected on an annual basis unless otherwise needed due to a mid-year change in a board members standing. Nominations may be submitted to the Executive Director or Board Chair in advance of the December meeting. Selection will be by majority vote by the current Executive Committee. Exceptional circumstances may be recognized by the Executive Committee at their discretion.

The following honors will be given to our Emeritus Board Members.

- Names will be added to an award plaque, displayed at HOPE 4 Youth
- Video or written interview will be created with the honorary member
- Public recognition will be given via social or other media, event mention or other appropriate means
- A framed recognition certificate will be provided to recipient
- Special invitations for event attendance will be extended, as guests of HOPE 4 Youth
- If willing, member may be called upon to serve on an Advisory Council to further the mission of HOPE 4 Youth

Board Members Emeritus may continue to serve the organizations as volunteers should they so desire, but will not attend board meetings or have voting rights.

## **COMMITTEE AND TASK FORCE PROCESS**

1. The Board may act by and through an Executive Committee and other temporary, standing or ad hoc committees specified in resolutions adopted by the Board. The Executive Director shall be an ex-officio member of all committees. Except as otherwise specified in these Bylaws, each committee shall have such membership, duties, and responsibilities as are established for it from time to time by the Executive Committee.
2. Committees and their charges are defined in the Bylaws.
3. A committee is an ongoing, standing entity that will exist until such time as the Board determines that it will go out of existence; all task forces will be ad hoc and time limited.
4. All committee and task force chairs will be approved by the Board, and committees and task forces will report to the Board. Membership of committees and task forces may include persons who are not current members of the Board.
5. The purposes, structure, responsibilities, authority, and timeliness of each committee and task force will be documented at time of creation.
6. Minutes of all committee and task force meetings will be recorded by a person selected by the committee or task force, and kept in a designated location accessible to all Board Members.
7. Committees and task forces of the Board will be for the purposes of preparing issues for proper Board deliberation.
8. Committees and task forces are not to make decisions for the Board, nor are they to interrupt the accountability connection between the Board and the Executive Director. Committees and task forces may not direct staff actions nor impede the Executive Director access to the whole Board on any issues.
9. Committees and task forces will work on the Board's self-defined high level of governance, not on staff issues or self-level concerns. Committees and task forces are arms of the Board, not the staff. They do not exist to give staff advice unless expressly invited to do so by the Executive Director.

## **DELEGATION OF BOARD AUTHORITY**

1. The Board is generally to deliberate and to establish strategy and goals of the organization. It is the Executive Director's job to implement the strategy and goals. The Board delegates to the Executive Director authority to achieve ends defined by the Board, holding the Executive Director accountable for successful achievement.
2. The Board will establish those values which must be observed in the development of further executive policy and in executive action. The Board may develop its policies further at any time to be more exclusive or modified to be more appropriately constraining.

3. With respect to any area of organization activity where the Board has rendered no policy guidance, the Executive Director is free to create any policy which is legal, ethical and in compliance with the spirit of other policies which have been stated.
4. The Executive Director is empowered to assign and utilize resources; to enter into contracts between HOPE 4 Youth and other entities; to submit funding proposals to public or private entities; to accept grants; to employ, promote assign discipline, discharge staff and develop and implement personal policies; to translate Board policies into action; to speak on behalf of HOPE 4 Youth as agent of the Board; and to organize and delegate for results as he or she deems appropriate.
5. The Executive Director, acting with the blanket authority granted by the Board, may not perform, allow or cause to be performed any act which is unlawful, unacceptable under community accepted business and professional ethics, less prudent than the ordinarily prudent person test, nor in violation of explicit Board constraints on executive authority.
6. Should a situation arise wherein the Executive Director deems unwise to comply with an explicit policy of the Board, he or she will inform an officer of the Board before taking (or refusing to take) action. Informing does not exempt the Executive Director from subsequent Board judgment of the action, but only guarantees that no such violations may be intentionally kept from the Board.

## **EXECUTIVE DIRECTOR JOB EXPECTATIONS**

As the Board's link to HOPE 4 Youth, the Executive Director is to gather internal and external insights for the Board and to translate Board values into reality. The Board expects the Executive Director to:

1. Assure the Corporation's compliance with Board mission and policies:
  - a. Ensures policies of the Board achieved.
  - b. Ensures policies of the Board are not violated
2. Provide counsel to the Board.
  - a. Guidance regarding the Board's governance, strategies and tactics.
  - b. Provide insights and information regarding areas of Board policy development.
  - c. An annual review of the organization's compliance with known, existing legal, regulatory and financial reporting requirements.
3. Perform his or her job within the parameters of the position description as written in the Bylaws.
4. Perform his or her job in order to meet goals established by the Board.

## **MONITORING EXECUTIVE DIRECTOR PERFORMANCE**

1. The Board will track executive performance by monitoring in order to have systematic assurance of policy compliance, yet leave the Board free to concentrate most of its time on creating the future rather than checking the post. To those ends, the Board's approach to monitoring will be based on its governance philosophy and carried out in a relatively routine way.
2. The Board will monitor those characteristics of the Corporation which it has addressed ahead of time in explicit statements and policy. The purpose of such monitoring is to determine if Board policies are being met.
3. Monitoring will occur in one or a combination of two ways:
  - a. Internal: periodic reports from the Executive Director to the Executive Committee of the Board.
  - b. External: auditors or other experts may be retained to answer certain monitoring questions.
4. Annual Review for Executive Director:
  - a. In January of each year, on completion of the year-end financial statements, the Executive will present the Board his/her annual performance objectives which speak to the fundamental goals of the coming year. The annual objectives will be quantified to the extent that it is reasonable. The Executive Director will demonstrate to the Board that the objectives are consistent with the policies established by the Board. The Executive Director will also demonstrate the linkage between the objectives and the annual budget. The objectives are subject to approval by the Board.
  - b. During the course of the year the Executive Director will present to the Board for its review a progress report relative to the annual objectives. The purpose of this review is to monitor progress and, if warranted, to modify objectives.
  - c. After the year-end financial statements are available, the Executive Director will submit to the Board a summary of accomplishments relative to the annual performance objectives.
  - d. The Executive Directors performance will be reviewed at least annually by the Board based on corporate performance, measurable individual performance standards as documented by the Board, and other ED accomplishments and professional development.

## **LEGAL RESPONSIBILITIES OF THE BOARD OF DIRECTORS MN COUNCIL OF NONPROFITS**

The board is ultimately responsible for the performance of the organization in all areas of its work and should ensure that the organization is in compliance with state and federal law. The following checklist of tasks nonprofits are legally required to perform is neither intended nor to be construed as legal advice.

- Organizations with more than \$25,000 in financial activity should file IRS Form 990 with the IRS and the charities division of the Minnesota Attorney General's Office. Organizations with less than \$25,000 in financial activity should file the 990-N e-postcard.
- Complete an audit if the organization's total revenue exceeds \$750,000 in a year, and file the audit with the charities division of the State Attorney General's Office.
- Report a change of name, address or amendments to the articles of incorporation to the Secretary of State and pay any necessary fees for changes.
- Make the IRS Form 990 and Form 1023 available to the public.
- Report any Unrelated Business Income to the State Department of Revenue and the IRS, and send tax payments with IRS Form 990T.
- Withhold taxes from employees, and send withholding payments to the IRS and Minnesota Department of Revenue.
- Comply with laws that affect all employers, including Americans with Disabilities Act, Occupational Safety and Health Organization, Fair Labor Standards Act, Federal Insurance Contribution Acts, COBRA and Family Medical Leave Act.
- Report any lobbying activities on the IRS Form 990, and register as a lobbyist if required by the Minnesota Ethical Practices Board.
- Give receipts to donors for contributions over \$250.
- Collect sales tax on items sold by the organization, unless tickets are sold to performances by a performing arts organization.
- Get court approval for distribution of assets.
- Register with the gambling board if the organization conducts charitable gambling activities.
- Pay property taxes or obtain an exemption from the county where the property is located, if the organization owns real property.
- Pay regular bulk mail rate or obtain a nonprofit bulk mail permit if the organization sends bulk mail.

- Comply with the terms of donations; promises made to donors are legally binding. Funds given for specific projects or programs need to be kept separate.
- Comply with Minnesota state law regarding conflicts of interest.
- Make sure any professional fundraisers register with the charities division of the State Attorney General's Office, and file a copy of the contract.
- Obtain city permits for all cities in which the organization actively solicits door-to-door by paid solicitors.
- Record minutes of board and annual meetings.

## **Communication Policy and Process for Board Members**

Effective communications with the public and the media are critical to HOPE 4 Youth's ability to carry out its mission and promote continued public support for the organization. Effective media relations best serve the organization by:

- informing the public and the media of what we do for homeless youth and what we do for the community;
- promoting the organization's achievements, activities and events of significance;
- expanding the general visibility of the organization and its mission;
- ensuring that accurate information is conveyed to the public regarding events, incidents and issues of a controversial and/or sensitive nature.

The executive director (ED) serves as the official spokesperson and conveys the official position on events, news items, issues of impact or significance or situations that are of a particularly controversial or sensitive nature. Inquiries from any media type source must be referred to the ED for permission to continue.

Depending on the specific circumstances, the ED may designate a board member or administrator to serve as spokesperson on a particular issue.

In cases of critical significance to the organization, the ED will work with others to develop a "position paper" to detail the known facts of the situation and summarize the organization's position.

In the event of a crisis or emergency situation, the ED will handle all contacts with the media and public officials, and will coordinate the information flow from the organization to the public.

## **General Procedures For Dealing With The Public and the Media**

Inquiries must be referred to the ED. Such notification can be particularly important if follow-up inquiries are made with other organizational personnel (board members, staff, volunteers) to ensure a coordinated, consistent organizational response.

The marketing and communications director will promote the organization through press releases regarding special accomplishments, events and activities, programs and plans. All releases intended for off-site or external audiences must be routed through the marketing and communications director.

Since positive media solicitation is an integral element of the organization, any ideas for articles or pieces that would positively portray the organization, its work or its community should also be directed to the ED. In a similar manner the ED should be notified about negative occurrences that are likely to rise to the level of a news story.

Once permission is granted from the ED:

Board member guidelines for communicating with the public and the media when the issue is non-controversial and limited to the board member's area of expertise:

- ED will provide latest statistics regarding the organization and talking points.
- Obtain the name of the person calling, the public or media organization and, if available, the anticipated time of release of information in print or broadcast. This information should be included when the notification is made to the appropriate media specialist.
- The best approach with the public and the media is to be prompt, helpful and honest. All contacts from the public and the media should be returned as soon as possible, in deference to reporters' deadlines. At the most, a call should be returned within a half-day.
- Make sure you understand each question from the public and the media before answering. If you cannot answer the question, or are uncomfortable providing a response, take the person's number and advise him/her that someone who can provide the information will contact him/her as soon as possible. Then follow-up by contacting the executive director.
- Do not offer speculations or gossip. Do not answer a reporter's question with "no comment." Do not be condescending or underestimate the reporter's intelligence, but make sure the reporter understands your responses. Provide your phone number and/or e-mail address for follow-up questions along with the ED's contact information.
- Remember that in responding to the public and the media, you can be seen as representing and speaking for the organization, not personal or professional gain. Personal opinions should be clearly and carefully identified as such; however, refrained from when possible.

- Issues that should not be discussed with the public and reporters are 1) legal issues, 2) personnel issues, 3) questions that involve organization integrity, such as ethics or issues that may result in harm to others, or 4) an organization crisis or emergency. Refer all such inquiries/questions to the executive director.
- Any public and media inquiries that involve information about specific youth should be directed to the ED. Such inquiries will be handled in strict compliance with the privacy laws.
- Any public and media inquiries regarding staff or volunteers should be referred to the ED.

# INTRODUCTION TO ROBERT'S RULES OF ORDER/PARLIAMENTARY PROCEDURE

## What Is Parliamentary Procedure?

It is a set of rules for conduct at meetings, which allows everyone to be heard and to make decisions without confusion.

## Why is Parliamentary Procedure Important?

It is a time-tested method of conducting business at meetings and public gatherings. It can be adapted to fit the needs of any organization. Today, Robert's Rules of Order newly revised is the basic handbook of operation for most clubs, organizations and other groups. So it's important that everyone know these basic rules!

Organizations using parliamentary procedure usually follow a fixed order of business. Below is a typical example:

1. Call to order.
2. Roll call of members present.
3. Reading of minutes of last meeting.
4. Officer reports.
5. Committee reports.
6. Special orders — important business previously designated for consideration at this meeting.
7. Unfinished business.
8. New business.
9. Announcements.
10. Adjournment.

The method used by members to express themselves is in the form of moving motions. A motion is a proposal that the entire membership take action or a stand on an issue. Individual members can:

1. Call to order.
2. Present or Second motions.
3. Debate motions.

4. Vote on motions.

There are four Basic Types of Motions:

1. Main Motions: The purpose of a main motion is to introduce items to the membership for their consideration. They cannot be made when any other motion is on the floor, and yield to privileged, subsidiary, and incidental motions.
2. Subsidiary Motions: Their purpose is to change or affect how a main motion is handled, and is voted on before a main motion.
3. Privileged Motions: Their purpose is to bring up items that are urgent about special or important matters unrelated to pending business.
4. Incidental Motions: Their purpose is to provide a means of questioning procedure concerning other motions and must be considered before the other motion.

How are Motions Presented?

1. Obtaining the floor
  1. Wait until the last speaker has finished.
  2. Rise and address the Chairman by saying, “Mr. Chairman, or Mr. President.”
  3. Wait until the Chairman recognizes you.
2. Make Your Motion
  1. Speak in a clear and concise manner.
    1. Always state a motion affirmatively. Say, “I move that we ...” rather than, “I move that we do not ...”.
    2. Avoid personalities and stay on your subject.
3. Wait for Someone to Second Your Motion
4. Another member will second your motion or the Chairman will call for a second.
5. If there is no second to your motion it is lost.
6. The Chairman States Your Motion
  1. The Chairman will say, “it has been moved and seconded that we ...” Thus placing your motion before the membership for consideration and action.
  2. The membership then either debates your motion, or may move directly to a vote.

3. Once your motion is presented to the membership by the chairman it becomes “assembly property”, and cannot be changed by you without the consent of the members.

## 7. Expanding on Your Motion

0. The time for you to speak in favor of your motion is at this point in time, rather than at the time you present it.

1. The mover is always allowed to speak first.
2. All comments and debate must be directed to the chairman.
3. Keep to the time limit for speaking that has been established.
4. The mover may speak again only after other speakers are finished, unless called upon by the Chairman.

## 8. Putting the Question to the Membership

0. The Chairman asks, “Are you ready to vote on the question?”

1. If there is no more discussion, a vote is taken.
2. On a motion to move the previous question may be adapted.

## Voting on a Motion:

The method of vote on any motion depends on the situation and the by-laws of policy of your organization. There are five methods used to vote by most organizations, they are:

1. **By Voice** — The Chairman asks those in favor to say, “aye”, those opposed to say “no”. Any member may move for an exact count.
2. **By Roll Call** — Each member answers “yes” or “no” as his name is called. This method is used when a record of each person’s vote is required.
3. **By General Consent** — When a motion is not likely to be opposed, the Chairman says, “if there is no objection ...” The membership shows agreement by their silence, however if one member says, “I object,” the item must be put to a vote.
4. **By Division** — This is a slight verification of a voice vote. It does not require a count unless the chairman so desires. Members raise their hands or stand.
5. **By Ballot** — Members write their vote on a slip of paper, this method is used when secrecy is desired.

There are two other motions that are commonly used that relate to voting.

1. Motion to Table — This motion is often used in the attempt to “kill” a motion. The option is always present, however, to “take from the table”, for reconsideration by the membership.
2. Motion to Postpone Indefinitely — This is often used as a means of parliamentary strategy and allows opponents of motion to test their strength without an actual vote being taken. Also, debate is once again open on the main motion.

Parliamentary Procedure is the best way to get things done at your meetings. But, it will only work if you use it properly.

1. Allow motions that are in order.
2. Have members obtain the floor properly.
3. Speak clearly and concisely.
4. Obey the rules of debate.
5. Most importantly, *BE COURTEOUS*.

**BYLAWS OF  
HOPE 4 YOUTH**

ARTICLE 1: OFFICES

The registered office of the corporation shall be as stated in the Articles of Incorporation. The corporation may have offices at such other places as the Board of Directors may determine.

ARTICLE 2: MEMBERS

There shall be no members of the corporation; provided, however, that the Board may designate individuals who have demonstrated extraordinary commitment to the purposes for which the corporation was formed to be honorary members of the corporation. Individuals so designated shall have no rights, voting or otherwise, with respect to any matter concerning the corporation.

ARTICLE 3: BOARD OF DIRECTORS

Section 3.1. General Powers.

The business and affairs of the corporation will be managed under the direction of the Board of Directors. The Board may adopt rules and regulations for the conduct of their meetings and the governance of the corporation, not inconsistent with law, the Articles of Incorporation, or these Bylaws and may, in the execution of its powers, delegate certain authority and responsibility to the Executive Committee.

Section 3.2. Number.

The Board of Directors shall consist of not less than five (5) nor more than fifteen (15) directors.

Section 3.3. Qualifications.

Each director shall be a minimum of eighteen (18) years of age and shall hold office until expiration of his or her term and until his or her successor shall have been elected and shall have qualified, or until his or her death, resignation, removal, or disqualification. No current employee, client, or consultant of HOPE 4 Youth may serve as a member of the Board of Directors.

Section 3.4. Term of Office.

The term of office for all directors shall be three (3) years. At the end of each term, there will be an option to renew for another term. No Board member shall serve more than nine (9) consecutive years. Board terms shall be staggered so that the terms of

approximately one-third of the directors' terms shall expire each year. The Board of Directors shall make appropriate arrangements to accomplish the staggering of terms.

#### Section 3.5. Compensation.

Directors shall not be compensated for services rendered to the corporation in their capacity as directors. A director may, however, be reimbursed for costs and expenses incurred for travel or other purposes for the advancement of the objectives of the corporation.

#### Section 3.6. Conflict of Interest.

A conflict of interest policy will be established and reviewed annually by the Board of Directors and key employees of the organization. Each Director shall sign a conflict of interest form on an annual basis.

#### Section 3.7. Resignation and Removal.

Any director may resign at any time, effective either immediately or at a specified later date, by written resignation delivered, emailed, or mailed to the Chair. Any director may be removed, with or without cause, except for unlawful reasons, upon the affirmative vote of two-thirds (2/3) of the entire Board of Directors.

#### Section 3.8. Vacancies.

Vacancies on the Board of Directors— whether caused by death, resignation, removal, disqualification, or otherwise—shall be filled by majority vote of the remaining directors, though less than a quorum of the Board. Each director appointed to fill a vacancy shall hold office for the unexpired portion of the vacancy term.

Any director who shall have been absent, without excuse, from three (3) consecutive regular meetings of the Board of Directors shall automatically vacate the seat on the Board and the vacancy shall be filled as prescribed in this Section 3.7. The Board of Directors may, however, consider the circumstances of such absences and may expressly waive such absences by affirmative vote of a majority of its members at a duly called meeting at which a quorum is present.

A public servant director will be excused from abiding to the attendance regulation. However, it is preferred that the public servant is as dedicated as permissible and to be an “active director” in any and all ways possible.

#### Section 3.9. Transferability.

A member may not voluntarily or involuntarily transfer his or her membership or any right arising therefrom.

## ARTICLE 4: MEETINGS OF BOARD OF DIRECTORS

### Section 4.1. Annual Meetings.

An annual meeting of the Board of Directors shall be held each year, on a date and at a time and place established by the Chair of the Board. The purpose of the annual meeting shall be to receive a report on the operations of the corporation, elect Board members and Committee Chairs, elect officers for the ensuing year, and transact any other business that may properly come before the meeting.

### Section 4.2. Regular Meetings.

Regular meetings of the Board of Directors shall be held at least quarterly throughout the calendar year, at places and times established by the Chair of the Board.

### Section 4.3. Special Meetings.

A special meeting of the Board of Directors may be held on the call of the Chair of the Board, at the place, time, and location determined by the Chair in the notice of the meeting, or by written petition delivered to the Secretary and signed by any three (3) members of the Board, at a place and time (not later than 60 days after receipt by the Secretary of the petition) designated by the Chair, in the notice of the meeting.

### Section 4.4. Notice of Meetings.

Notice of the place, time, and purpose of any Board of Directors meeting shall either be delivered personally, by email, telephone, or be sent to each director by first class mail, addressed to the director either at his or her address shown in the records of the corporation, or, if his or her address is not shown in the records or is not readily ascertainable, to the place where the principal office of the corporation is located. The notices shall be mailed or delivered at least five (5) days before the meeting.

### Section 4.5. Quorum.

Except as otherwise specifically provided for in these Bylaws, the presence of two-thirds (2/3) of the members of the Board of Directors shall constitute a quorum for the transaction of business. If a quorum is initially present at a meeting of the Board of Directors, the directors present may continue to transact business, notwithstanding the loss of a quorum by a withdrawal of directors, provided that any action thereafter is approved by at least a majority of the required quorum for the meeting, or a greater number by law, the Articles of Incorporation, or these Bylaws.

### Section 4.6. Participation by Telephone Conference Call or Other Electronic Means.

A meeting may be held among directors, or members of any committee designated by the Board of

Directors, by any means of communication through which the participants may simultaneously hear each other during the conference. This constitutes a meeting of the Board or the committee, as the case may be, if the same notice is given of the conference as would be required for a meeting, and if the number of persons participating in the conference would be sufficient to constitute a quorum at the meeting. A director or committee member may participate in any meeting by any means of communication through which he or she, other persons so participating, and all persons physically present at the meeting may simultaneously hear each other during the meeting. Participation in a meeting by either of the foregoing means constitutes personal presence at the meeting.

Section 4.7. Waiver of Notice.

Notice of any meeting of the Board of Directors may be waived by any director before, at, or after the meeting in writing or orally. Attendance by a director at a meeting is waiver of notice of that meeting, except where the director objects at the beginning of the meeting to the transaction of business because the meeting is not lawfully called or convened and does not participate thereafter in the meeting.

Section 4.8. Voting.

At all meetings of the Board of Directors, each director shall have one vote. The Board shall take action by the affirmative vote of a majority of directors present at a duly held meeting, except where the affirmative vote of a larger proportion or number is required by law, the Articles of Incorporation, or these Bylaws.

Section 4.9. Emergency Meeting.

In the event of an emergency which immediately affects the endangerment of a client, fiscal health, or security of HOPE 4 Youth assets, the Executive Committee may convene an emergency meeting by phone or in person to take immediate action and immediately report the same to the entire Board of Directors.

## ARTICLE 5: OFFICERS

Section 5.1. Number of Officer Positions.

The officers of the corporation may consist of a Chair, a Vice Chair, a Treasurer, a Secretary, or such other officers deemed necessary or desirable by the Board. New officer positions may be created and filled at any meeting of the Board. Only members of the Board of Directors shall be qualified to serve in the officer positions described in this Section 5.1.

Section 5.2. Election and Terms of Office.

The officers of the corporation shall be elected for one-year (1) terms by the Board of Directors at its annual meeting. Each officer shall hold office until his or her successor shall have been duly elected and

qualified.

Section 5.3. Removal.

Any officer of the corporation may be removed at any time, with or without cause, by the affirmative vote of two-thirds (2/3) of the entire Board of Directors.

Section 5.4. Vacancies.

Notwithstanding any other provision in these Bylaws, a vacancy in any office caused by death, resignation, removal, disqualification, or otherwise, may be filled by affirmative vote of two-thirds (2/3) of the Board of Directors for the remaining portion of the term.

Section 5.5. Powers and Duties.

The officers shall have the following powers and duties:

(a) Chair.

The Chair shall chair both the Board of Directors and Executive Committee; shall also serve as a member ex-officio on all committees except the Nominating Committee; shall communicate to the Directors at the annual meeting and at such other times as the Chair deems proper concerning the activities of the corporation; shall see that all orders and resolutions of the Board of Directors are carried into effect; shall sign and deliver in the name of the corporation any deeds, mortgages, bonds, contracts, or other instruments pertaining to the business of the corporation, except in cases in which the authority to sign and deliver such instruments as required by law to be exercised by another person or is expressly delegated by the Articles of Incorporation or Bylaws or by the Board to some other officer or employee of the corporation; shall perform all duties prescribed by the Board; and, in general, shall perform all duties usually incident to the office and functions of a Chair of a Minnesota nonprofit corporation.

(b) Vice Chair.

The Vice Chair shall have such powers and shall perform such duties as may be prescribed by the Board of Directors. In the event of the absence or disability of the Chair, the Vice Chair shall perform the duties of the Chair. In the event the current Chair fails to serve her or his full term, the Vice Chair shall serve the remainder of the outgoing Chair's term.

(c) Treasurer.

The Treasurer of the corporation shall oversee the financial records for the corporation, all monies of the corporation and the disbursement of corporate funds. The Treasurer shall render to the Chair, President and CEO, or the Board of Directors, whenever requested, an account of all financial transactions and of the financial condition of the corporation, and shall perform other duties prescribed by the Chair or the Board of Directors.

(d) Secretary.

The Secretary shall review the minutes of meetings of the Board of Directors and all Board committee HOPE 4 Youth personnel is responsible to keep on file a complete copy of the Articles of Incorporation and all amendments and restatements thereof and a complete copy of these Bylaws and all amendments and restatements thereof; HOPE 4 Youth personnel shall give proper notice of meetings of the Board and all Board committees. The secretary shall oversee these functions and perform other duties that are from time to time prescribed by the Board of by the Chair, and, in general, shall perform all duties usually incident to the office of the Secretary of a Minnesota nonprofit corporation. In the further event of the absence or disability of the Chair and Vice Chair, the Secretary shall perform the duties of the Chair.

(e) Past Chair

The Immediate Past Chair still serving on the Board shall act as an advisor to the Chair and the Board of Directors and act as a member of the Executive Committee.

## ARTICLE 6: COMMITTEES

### Section 6.1. Committees.

The Board may act by and through an Executive Committee and other temporary, standing, or ad hoc committees specified in resolutions adopted by the Board. The President and CEO shall be an ex-officio member of all committees. Except as otherwise specified in these Bylaws, each committee shall have such membership, duties, and responsibilities as are established for it from time to time by the Executive Committee. Each committee shall consist of one or more natural persons who need not be directors and shall at all times be subject to the direction and control of the Board. Committee Chairs are appointed annually at the annual Board of Directors meeting.

### Section 6.2. Executive Committee.

(a) Duties.

The Executive Committee may act in place and instead of the Board of Directors between regular Board meetings on all matters, except those specifically reserved to the Board in these Bylaws, pursuant to delegation of authority to such Committee by the Board of Directors. Actions of the Executive Committee shall be reported to the Board for ratification at the next Board meeting.

(b) Membership.

The following officers serve as the members of the Executive Committee: the Chair, Vice Chair, Immediate Past Chair, Secretary, and Treasurer.

(c) Vacancies.

Vacancies on the Executive Committee shall be filled in the manner provided for filling vacancies on the Board of Directors.

### Section 6.3. Strategic Planning Steering Committee

The Strategic Planning Steering Committee shall be elected by the Executive Committee and shall consist of at least three (3) Board members. Membership on the Strategic Planning Steering Committee shall be for a term of one (1) year coinciding with the term of the Chair. The Strategic Planning Committee will review the strategic objectives and annual goals determined by the President and CEO and HOPE 4 Youth staff. The Strategic Planning Steering Committee will provide insights and recommendations to the President and CEO and the Board of Directors to ensure consistency and alignment with the corporation's Bylaws and mission.

### Section 6.4. Finance Committee.

The Finance Committee shall consist of the Chair, the Treasurer, the President and CEO, and at least one other individual who is either a current member, has been a past member or is a representative from the community at large. The Treasurer shall chair the Finance Committee. The Finance Committee shall prepare recommendations for an annual budget of the corporation and perform such other duties in connection with the finances of the corporation as prescribed from time to time by the Board of Directors.

### Section 6.5. Nominating Committee.

The Nominating Committee shall be elected by the Executive Committee and shall consist of at least three (3) Board members. The Committee shall be chaired by the Immediate Past Chair or their designee. The Chair shall not be a member of the Nominating Committee. Membership on the Committee shall be for a term of one (1) year coinciding with the term of office of the Chair. The Nominating Committee shall notify the Executive Committee of its nominees for the slate of officers at least 30 days prior to the Annual Meeting. The Nominating Committee shall nominate a slate of Officers for election at the annual meeting of the Board of Directors.

### Section 6.5. Fund Development Committee.

A Fund Development Committee may be appointed by the Board to build and develop a base of corporate and private funding sources to support the mission and programming of HOPE 4 Youth through fund development, communications, outreach, and marketing. The Fund Development Committee may have three (3) Board Members, with the President and CEO as an ex-officio committee member. Committee members shall serve one-year terms and elect a Chair for a concurrent term.

### Section 6.6. Committee Operations.

Each committee of the corporation should establish the time for its regular meetings and may change that time as it determines. Special meetings of any committee of the corporation may be called by the Chair of that committee or by the Chair of the Board of Directors. A majority vote of the members of a

committee of the corporation present at any meeting shall be sufficient for the transaction of the business of the committee.

#### ARTICLE 7: PRESIDENT AND CHIEF EXECUTIVE OFFICER (CEO)

##### Section 7.1. President and CEO.

The Board of Directors shall employ an individual who shall have the title of President and CEO and whose terms and conditions of employment shall be specified by the Board.

##### Section 7.2. Duties and Authority of President and CEO.

The President and CEO shall manage and direct all daily activities and business dealings of the corporation as prescribed by the Board of Directors and shall be responsible to the Board. The President and CEO shall employ and may terminate the employment of members of the staff necessary to carry on the work of the corporation and fix their compensation within the approved budget. The Board of Directors shall be informed of and consulted with regarding finalists for any staff position that directly reports to the President and CEO. As President and CEO, he or she shall define the duties of the staff, supervise their performance, establish their titles, and delegate those responsibilities as shall, in his or her judgment, be in the best interests of the corporation. The President and CEO shall have authority to make or delegate to accounting staff financial disbursements for necessary expenses and shall make regular reports to the finance committee per the financial policies.

##### Section 7.3. Reports to Board of Directors.

The President and CEO shall attend all meetings of the Board of Directors and make a report to the Board at every regular, special, and annual meeting. The President and CEO shall be entitled to a voice at all Board meetings but shall not be entitled to vote.

#### ARTICLE 8: FISCAL MANAGEMENT

##### Section 8.1. Fiscal Year.

The fiscal year of HOPE 4 Youth shall begin on the first day of October of each year.

##### Section 8.2. Execution of HOPE 4 Youth Documents.

The Board of Directors may authorize any Officer or Officer's agent or agents to enter into any contract or to execute and deliver any instrument in the name of and on behalf of HOPE 4 Youth. Such authority may be general or confined to specific instances.

Unless so authorized by the Board, no Officer, agent, employee, or volunteer shall have any power or authority to bind HOPE 4 Youth by any contract or engagement, or to pledge its credit, or render it financially liable for any purpose or in any amount.

### Section 8.3. Loans.

No loans shall be contracted on behalf of HOPE 4 Youth nor shall evidences of indebtedness be issued in its name unless authorized by resolution of the Board of Directors. Such authority may be general or may be confined to specific instances. If and when it is necessary to secure a line of credit, the Finance Committee will recommend and approve procedures for its use.

### Section 8.4. Deposits.

All funds of HOPE 4 Youth shall be deposited to the credit of the corporation in such banks, trust companies, or other depositories as the Board of Directors may designate, or as may be designated by an Officer or Officers, agent or agents of the corporation to whom such power may be delegated by the Board. For purpose of such deposit, any person to whom such power is so delegated may endorse, assign and deliver checks, drafts, and other order for the payment of money which are payable to the order of HOPE 4 Youth.

## ARTICLE 9: INDEMNIFICATION

The corporation shall indemnify, and make advances of reasonable expenses to each director, officer, and employee of the corporation, whether or not then in office or employed by the corporation, to the fullest extent prescribed by Minnesota Statutes, Section 317A.521. The corporation shall not indemnify or make advances of expenses to any person who may otherwise be entitled to receive payment under Section 317A.521 by reason of such person's status or former status as an agent of the corporation or otherwise. The corporation may purchase and maintain insurance on behalf of any person in that person's official capacity against any liability asserted against and/or incurred by the person arising from that capacity, whether or not the corporation would have been required to indemnify the person against the liability or under the provisions of Sections 317A.521. The foregoing right of indemnification and the right to receive advances of expenses shall not be exclusive of other rights to which any director, officer, employee, or agent may be entitled as a matter of law or under any bylaw, agreement, or otherwise.

## ARTICLE 10: REVIEW

These Bylaws shall be reviewed yearly in January, for compliance with Minnesota Statute 317A and for relevance to the organization. Recommendations for changes will be presented to the Board of Directors as outlined in Article 11.

## ARTICLE 11: AMENDMENTS

These Bylaws may be amended in whole or in part or entirely restated at any meeting of the Board of Directors at which a quorum is present, upon receiving the affirmative vote of two-thirds (2/3) of the entire Board of Directors. Notice of the meeting shall state that a purpose of the meeting is to consider the proposed amendment or restatement of these Bylaws and shall include, or be accompanied by a copy of, each proposed amendment or restatement.

**Office of the Minnesota Secretary of State**  
**Minnesota Nonprofit Corporation/Articles of Incorporation**  
*Minnesota Statutes, 317A*



The individual(s) listed below who is (are each) 18 years of age or older, hereby adopt(s) the following Articles of Incorporation:

Article 1 CORPORATE NAME:

**HOPE 4 Youth Incorporated**

Article 2 REGISTERED OFFICE AND AGENT(S), IF ANY AT THAT OFFICE:

Name

Address:

**15130 Waco Street NW Ramsey MN 55303 USA**

Article 3 INCORPORATOR(S):

Name:

Address:

**Michael R Nixt**

**90 S Seventh Street, Suite 4800 Minneapolis MN  
55402**

**DURATION: PERPETUAL**

If you submit an attachment, it will be incorporated into this document. If the attachment conflicts with the information specifically set forth in this document, this document supersedes the data referenced in the attachment.

*By typing my name, I, the undersigned, certify that I am signing this document as the person whose signature is required, or as agent of the person(s) whose signature would be required who has authorized me to sign this document on his/her behalf, or in both capacities. I further certify that I have completed all required fields, and that the information in this document is true and correct and in compliance with the applicable chapter of Minnesota Statutes. I understand that by signing this document I am subject to the penalties of perjury as set forth in Section 609.48 as if I had signed this document under oath.*

**SIGNED BY: Michael R Nixt**

MAILING ADDRESS:

**None Provided**

EMAIL FOR OFFICIAL NOTICES:

**None Provided**

**ARTICLES OF INCORPORATION  
OF  
HOPE 4 YOUTH INCORPORATED**

The undersigned, being a natural person of full age, for the purpose of forming a nonprofit corporation under the provisions of the Minnesota Nonprofit Corporation Act, Minnesota Statutes Chapter 317A, hereby adopts the following Articles of Incorporation:

**ARTICLE I – NAME**

The name of the Corporation shall be **HOPE 4 Youth Incorporated**.

**ARTICLE II – REGISTERED OFFICE**

The Corporation's registered office shall be 15130 Waco Street NW, Ramsey, Minnesota 55303.

**ARTICLE III – INCORPORATOR**

The name and address of the incorporator is as follows:

*Name:*

*Address:*

Michael R. Nixt

90 South Seventh Street, Suite 4800  
Minneapolis, Minnesota 55402-4129

**ARTICLE IV – PURPOSES**

The purposes for which this Corporation is formed are to receive and maintain a fund or funds of real or personal property, or both, and, subject to the restrictions and limitations hereinafter set forth, to use and apply the whole or any part of the income therefrom and the principal thereof exclusively for charitable and educational purposes, either directly or by contributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code of 1986 and its regulations as they now exist or as they may hereafter be amended.

**ARTICLE V – AUTHORITY**

For the above purposes, and not otherwise, this Corporation shall have and exercise only such powers as are required by and are consistent with the foregoing purposes, including the power to acquire and receive funds and property of every kind and nature whatsoever, whether by purchase, conveyance, lease, gift, grant, bequest, legacy, devise, or otherwise and whether in trust

or otherwise, and to own, hold, expend, make gifts, grants, and contributions of, and to convey, transfer, and dispose of any funds and property and the income therefrom in furtherance of the purposes of this Corporation, or any of them, and to lease, mortgage, encumber, and use the same, and such other powers that are consistent with the foregoing purposes and that are afforded to this Corporation by the Minnesota Nonprofit Corporation Act and by any future laws amendatory thereof and supplementary thereto.

#### **ARTICLE VI – RESTRICTIONS AND LIMITATIONS**

Notwithstanding any other provision of these Articles of Incorporation, the Corporation shall at all times be subject to the following restrictions:

1. The Corporation shall neither have nor exercise any powers nor shall it engage directly or indirectly in any activity that would invalidate its status (1) as a corporation which is exempt from Federal income taxation as an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986, or (2) as a corporation contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1986.

2. No part of the activities of this Corporation shall consist of carrying on propaganda or otherwise attempting to influence legislation; nor shall it in any manner or to any extent participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of (or in opposition to) any candidate for public office; nor shall the Corporation engage in any activities that are unlawful under applicable Federal, State, or local laws.

3. This Corporation shall not operate for the primary purpose of carrying on a trade or business or any other activity for profit except to the extent said trade or business or other activity for profit is not an “unrelated trade or business” as defined in section 513 of the Code.

#### **ARTICLE VII – NO PECUNIARY GAIN TO MEMBERS**

No part of the net earnings of the Corporation shall inure to the benefit of any member, director, or officer of the Corporation or any private individual, except that reasonable compensation may be paid for services rendered to or for the Corporation affecting one or more of its purposes, and no member, director, or officer of the Corporation, or any private individual shall be entitled to share in the distribution of any of the corporate assets upon dissolution of the Corporation.

#### **ARTICLE VIII – DURATION**

The duration of the Corporation shall be perpetual.

**ARTICLE IX – MEMBERSHIP**

The Corporation shall not have members with voting rights. The Board of Directors may establish one or more classes of non-voting members upon such conditions and terms as it from time to time deems appropriate.

**ARTICLE X – DIRECTORS**

1. The management of the Corporation shall be vested in a Board of Directors. The number of directors shall be fixed by the Bylaws of the Corporation, and may be altered by amending the Bylaws, but shall never be less than required by law.

2. The term of office of the directors shall be fixed by the Bylaws and may be altered by amending the Bylaws.

3. Any action, other than an action requiring membership approval, may be taken by written action signed by the number of directors that would be required to take the same action at a meeting of the board of directors at which all directors were present.

4. The first Board of Directors shall consist of the following directors, who shall serve until the annual meeting of the Board of Directors in the year set forth below opposite his or her name, subject to the prior resignation or removal in accordance with the Bylaws of the Corporation:

	<u>YEAR</u>
Brian D. Swanson	2014
Karrie Schaaf	2014
Tyrone Graybow	2014

**ARTICLE XI – CAPITAL STOCK**

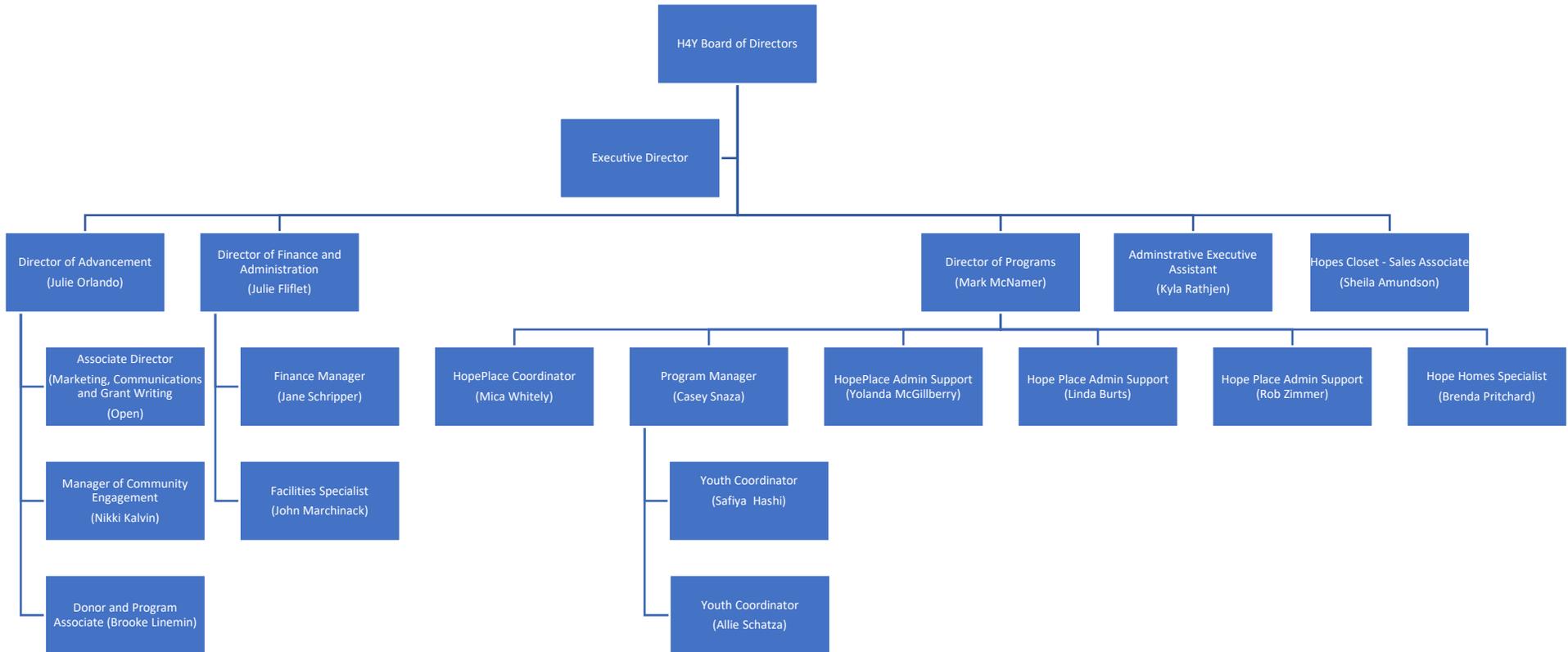
The Corporation shall have no capital stock.

**ARTICLE XII – PERSONAL LIABILITY**

1. The officers, directors and members of the Corporation shall have no personal liability for corporate obligations.

2. No person who serves without compensation as a director, officer, trustee, member or agent of the Corporation shall be held civilly liable for an act or omission by that person except as otherwise provided under Minnesota Statutes Section 317A.257, which shall be applicable to the fullest extent as it now exists or as it may hereafter be amended.

**Organizational Chart – As of 2/17/21**



# HOPE 4 Youth Program Descriptions

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**HOPE 4 Youth Drop-In Center:** A resource Drop-In Center, located in Anoka, that provides food, clothing, hygiene products, a hot meal, laundry and shower facilities, and case management to homeless youth, ages 23 and under. Drop-In Center hours are Monday-Friday from 2-7 p.m.

**HOPE Place:** HOPE Place, our transitional housing program located in Coon Rapids, is one of our long-term solutions to ending youth homelessness. Twelve formerly homeless young people (ages 18-25) now call HOPE Place home for an average of 12-24 months while they learn the skills necessary to leave their status of homeless in the past and walk out the door as an independent, self-sufficient adult.

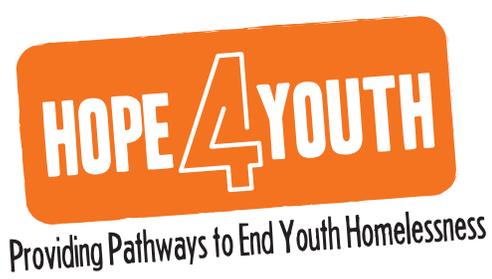
**Opening Doors Program:** Based on the 9 Principles, HOPE 4 Youth provides trauma-informed and strength-based supportive services, including connections to educational opportunities, career pathways and employment, health and wellness education, mental health counseling and addiction treatment, and independent living skills.

**HOPE Clinic:** HOPE Clinic, our on-site health care clinic, allows us to meet the health and wellness needs of the youth at the Drop-In Center. HOPE Clinic is open every Wednesday from 3-5 p.m. A MNSure Navigator is on-site during HOPE Clinic hours, to assist youth in obtaining health insurance. Goodrich Pharmacy provides prescription delivery to our youth at HOPE Clinic and give us the lowest price possible on the needed medications.

**HOPE TreeHouse:** Designed to meet the social, emotional, physical, intellectual and spiritual needs of homeless young people, through time with small group to large group activities, with a spiritual (Christian-based) core.

**HOPE 4 Youth On Wheels:** Through a partnership with StreetWorks, we strive to walk alongside homeless young people who are often invisible in the system, meeting them where they are and acknowledging and honoring their individual journeys. By seeking them out in the environment where they find themselves homeless, we are able to provide them with assistance in real-time and on their terms.

**HOPE 4 New Parents:** This program provides holistic care that surrounds our young mothers and their children with all the support they need to break out of an ongoing cycle of poverty, homelessness, and dependence. We welcome our pregnant and parenting young women without judgment, and help to create real transformation in their lives by showing them that they have the potential to create a beautiful life for themselves and their child. This is possible through partnerships with ECFE and the Diaper Project, as well as the work we do through case management to connect them with education and employment, housing, as well as medical help, GED tutoring, parenting classes and support groups, nutrition and other pregnancy and parenting resources.



**Pathways 4 Youth:** A partnership project with the St. Cloud area Rotary Clubs. As a replication of our Anoka program, HOPE 4 Youth will assist the St. Cloud Rotary Club in opening a Youth Opportunity Center in their community. HOPE 4 Youth staff will provide our program model, staff, and assist in all aspects of providing assistance to the homeless youth in St. Cloud.

**hope's closet:** Our newest venture, this trendy and charming resale boutique is filled with hand-picked quality donated women's clothing, accessories and shoes, gift items and small household decor. Shop for yourself or a friend while providing a new revenue stream for HOPE 4 Youth. One-hundred percent of the profits go immediately back into HOPE 4 Youth programs so we can continue to work to reach our mission of providing pathways to end youth homelessness.

**The HOPE Movement:** 2019 is the year for piloting new programs that are aimed at preventing younger youth from walking through our doors later in their childhood.

## HOPE 4 Youth 2019-2020 Marketing and Communications Schedule

October	November	December	January	February	March	April	May	June	July	August	September
HOPE 4 Youth GALA (10/3/20)							HOPE 4 Youth Gala (10/3/20)				
			The Darkest Night of Your Life 4K (Virtual 4K - 6/5/20)						Heartland Tire Golf Classic (8/17/20)		
Out of the Cold (Kicks-off on Give to the Max Day - 11/19/20)						Inspiring HOPE (Includes Breakfast - Cancelled; GiveatHomeMN May 1-8, 2020)				Hunt 4 HOPE (9/24/20)	
Website	Digital Materials	Agency Newsletter	Print Materials	Brochure	Community Impact Report & Agency Newsletter	Website	Promotional Items	Agency Newsletter	Digital Materials	Print Materials	Agency Newsletter
Newsletter & A Look Inside HOPE	Newsletter & A Look Inside HOPE	Newsletter & A Look Inside HOPE	Newsletter & A Look Inside HOPE	Newsletter & A Look Inside HOPE	Newsletter & A Look Inside HOPE	Newsletter & A Look Inside HOPE	Newsletter & A Look Inside HOPE	Newsletter & A Look Inside HOPE	Newsletter & A Look Inside HOPE	Newsletter & A Look Inside HOPE	Newsletter & A Look Inside HOPE
				Volunteer Appreciation (Includes Appreciation Dinner - Cancelled)							

\*Events and Campaigns include social media, media relations, digital and print marketing, advertising, etc.

### Key

Events
Campaigns
Agency Marketing Collateral
Volunteer Communications
Third Party Events

# HOPE 4 Youth Alphabet Soup

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**ACBC** - Anoka County Brotherhood Council  
Emergency Food Shelf

**ARMHS** - Adult Rehabilitative Mental Health  
Services

**BBMS** - Blackbaud Merchant Service  
(Online Payment Portal)

**CDBG** - Community Development Block Grant

**CEAP** - Community Emergency Assistance  
Programs

**CEP** - Coordinated Entry Program

**CIT** - Community Impact Team

**COC** - Continuum of Care

**DIC** - Drop-In Center

**DV** - Domestic Violence

**ECFE** - Early Childhood Family Education

**ET** - Etapestry

**EOY** - End of Year

**GEM** - Give Every Month

**GIK** - Gift In-Kind

**GRH** - Group Residential Housing  
(Housing Support)

**H4Y** - HOPE 4 Youth

**HMIS** - Homeless Management Information  
System

**HOPE** - Housing, Outreach, Prevention,  
Education/Employment

**HP** - HOPE Place

**ILS** - Independent Living Skills

**LGBTQ** - Lesbian, Gay, Bisexual, Transgender,  
Queer

**MFIP** - Minnesota Families Investment Program

**MR** - Mandated Reporting

**MSA** - Minnesota Supplemental Aid

**NAMI** - National Alliance on Mental Illness

**OEO** - Office of Economic Opportunity

**P4Y** - Pathways 4 Youth

**SEY** - Sexually Exploited Youth

**SNAP** - Supplemental Nutrition Assistance  
Program

**SSH** - Stepping Stone Housing

**TH** - TreeHouse

**TPP** - Teen Parent Program

**YAC** - Youth and Community

**YAP** - Youth Aids Prevention

**YIPA** - Youth Intervention Programs Assistance

**YOC** - Youth Opportunity Center

**YSN** - Youth Services Network

**WIC** - Women, Infants, and Children



Providing Pathways to End Youth Homelessness

# HOPE 4 Youth Provides

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## Focus Areas:

**Housing:** Connect youth to the resources they need to find and maintain housing (shelter, permanent, affordable, transitional, etc.).

**Outreach:** Meet youth where they are in the community and provide them with assistance in real-time and on their terms. We partner with StreetWorks to legitimize our street outreach.

**Prevention:** Partner with community providers and resources to connect youth to prevention services.

**Education/Employment:** Assist youth with finding a career pathway and the education and employment opportunities they need to move forward.

**Drop-In Center:** Located at 2665 4th Avenue North, Suite 40, Anoka, MN 55303 (Back of the Old Milk Factory Building).

### What We Provide at the Drop-In Center:

- A hot, nutritious meal
- Food from our food pantry
- Hygiene products
- Clothes from our clothing closet
- A hot shower
- Laundry facilities
- Case Management
- Housing Resources
- Learn Independent Living Skills
- Obtain photo IDs, birth certificates and other documents
- Access computers with internet, phones and mail
- Store belongings in lockers
- Employment Resources
- Education Resources
- HOPE Clinic
- HOPE TreeHouse
- Housing Navigation Program
- Opening Moms
- HOPE 4 New Moms
- Birthday Closet
- Street Outreach

**HOPE Place:** Located at 80 Coon Rapids Blvd, Coon Rapids, MN 55448.

### What We Provide at HOPE Place:

Transitional housing for 12 young people ages 18-24 for up to 24 months. The youth who live at HOPE Place:

- Learn Independent Living Skills
- Obtain Employment and Career Pathways, partnership with Anoka County Workforce Center
- Finish Their Education, including GED, High School Diploma, College
- Receive Case Management

# **HOPE 4 Youth, Incorporated**

## **Statement of Fiscal Policies and Procedures**

revision 2.0 (2/2018)

### **Background Information**

HOPE 4 Youth, Incorporated is organized and operates exclusively for the exempt purpose in accordance with its articles of incorporation, by-laws and the restrictions under the IRC 501(c)(3). Specifically,

- No part of the net earnings of the organization may inure to the benefit of any individual.
- No substantial part of the activities of the organization may consist of the carrying on of propaganda or of attempting to influence legislation (lobbying).
- The organization may not participate in, or intervene in, any political campaign on behalf of any candidate for public office.

In order for HOPE 4 Youth, Incorporated accounting procedures to be effective, internal controls are put in place to safeguard the organization's financial assets against errors and misstatements. Duties are to be segregated between employees and/or employees and volunteers (i.e. one employee handles cash deposits, another records the transaction, and another performs an independent check on the account through a reconciliation). All transactions must be documented.

The organization records transactions on the accrual basis of accounting. The accounting principles will be consistent with all applicable laws. These include Generally Accepted Accounting Principles, Statements of Financial Accounting Standards and, if applicable, Office of Management and Budget (OMB) regulations.

While ultimate responsibility for financial management of the organization rests with the Board of Directors, the Board authorizes the Treasurer to act for the Board in urgent financial matters which must be addressed before the Board is able to meet. The Board authorizes the Executive Director to oversee the day-to-day financial management and to hire and supervise staff and consultants, pay bills, receive funds, enter into contracts, and maintain bank accounts. These activities are to be conducted within the parameters of the annual approved budget, and variances from budget and the reason for those variances are to be reported to the Board.

Certain procedures resulting from these accounting pronouncements and releases are discussed below.

### **Revenue Recognition**

See Exhibit A for HOPE 4 Youth, Incorporated gift acceptance policy. Contributions will be recorded as revenue in the period received or the period in which a pledge is received. Any pledges receivable will be closely reviewed each month to determine whether the amount is still collectible and whether the balance of the pledges receivable is adequately reserved with the allowance for doubtful pledges.

Grants and contributions will be recognized as revenue when all restrictions have been removed and the money is earned. Each restricted grant and/or contribution will be recognized as deferred income to allow for accurate and consistent recording.

Processing of cash, checks and credit card payments received at events: The Finance Manager will determine for each event the number of cash boxes and amount of cash per cash box (the "fund"). A fund is used primarily when significant transactions are anticipated for an event. The cash in each cash

box will be counted by two individuals at the end of the event. The Finance Manager will batch and balance each cash box and will immediately investigate any discrepancies. Batch balance reconciliation summaries will be prepared summarizing the sales and donated revenue transactions by cash, check and credit cards.

### **Fixed Assets and Depreciation**

The general capitalization policy is that all equipment and other fixed assets costing in excess of \$1,000 will be recorded as an asset. All capital assets will be depreciated over their estimated useful lives. . Any write-offs or adjustments are approved by the Executive Director. The Board must approve the sale or disposition of any fixed assets.

An inventory of all property and equipment will be maintained. The inventory document will contain sufficient information for insurance and grant requirements.

### **Cash Disbursements**

Generally, HOPE 4 Youth, Incorporated prints vendor and expense reimbursement checks on a weekly basis. Checks are prepared by the Finance Manager who does not initiate or approve expenditures.

All vendor and expense reimbursement checks will be produced in accordance with the following guidelines:

- a. Timing of disbursements should generally be made to take advantage of all early-payment discounts.
- b. Generally, all vendors shall be paid by the due date indicated on the vendor invoice, typically net 30.
- c. Total cash requirements associated with each check run are monitored by the Finance Manager in conjunction with available cash balance in bank prior to the release of any checks.
- d. All supporting documentation is attached to the corresponding check prior to forwarding the entire package to an authorized check signer. (Supporting documentation includes an approved vendor invoice or expense reimbursement form and, if required, an approved purchase requisition form.)
- e. Checks shall be utilized in numerical order and unused checks are safeguarded by the Finance Manager.
- f. Checks shall never be made payable to "bearer" or "cash."
- g. Checks shall never be signed prior to being processed.

The Executive Director, Board Chair and Board Treasurer are authorized check signers. Two signatures will be required for all checks over , \$2,500. Anyone signing a check must review and initial the supporting invoice and/or other documentation. Individuals may not sign a check payable to themselves.

The Finance Manager will maintain the accounts payable system. Prior to payment, the Finance Manager will code each invoice, prepare the checks and organize the documentation.

### **Credit and Debit Cards**

For the purpose of convenience, select staff may be provided with organizational credit or debit cards to pay organizational expenses. Credit or debit cards are to be used for organization expenses only.

If a card is mistakenly used for a personal expense, the organization must be reimbursed within the billing cycle. Maximum purchase amount without prior approval by the Executive Director is \$1,000

Original receipts or invoices for each expense must be provided, *along with the correct general ledger coding*. The credit card or bank statement will be given to the Executive Director for review on a monthly basis. The expenses are then recorded in the accounting system by the Finance Manager, and credit card company paid by due date according to accounts payable procedures.

Credit card distribution will be approved by the Executive Director.

**Procurement** The Executive Director is authorized to enter into contracts for activities that have been approved by the Board as a part of expense budgets or plans. This includes lease agreements, and memorandums of understanding up to \$5,000. Those over \$5,000 must be approved by the Board.

At least two bids are required, if practical, for the purchase of budgeted capital assets or contractual services in excess of \$5,000. Selection will be based on cost, service, and other elements of the contract. Board approval is required if the low bidder is not selected or a bidding process was not utilized. Any capital assets or contractual services not budgeted by the Board must be approved by the Board prior to soliciting bids. All bids will be retained in accordance with HOPE 4 Youth, Incorporated's document retention policy.

Purchase requisitions may be generated by anyone in the office. The requisitions are turned in to the Executive Director for approval and given to the Finance Manager for order placement. The approved purchase requisitions are given to the Finance Manager and filed in the open order file.

Mail is received and opened by a Development Associate. All invoices will be given to the Finance Manager and matched to the approved purchase requisition and the packing slip. The Finance Manager gives the invoice and support documentation to the Executive Director for approval to pay. The Executive Director initials the invoice indicating approval to pay, and approving the expense account coding proposed by the Finance Manager. The Finance Manager enters the approved invoice into the accounts payable computer module and files all documents in the open invoice file until they are paid.

#### **Payroll Procedures**

A personnel file is established and maintained for all employees with current documentation. The following forms, documents, and information shall be obtained and included in the personnel files of all new employees:

1. Resume, if applicable
2. Applicant references
3. Interview questions and notes
4. Form W-4 Employee Federal Withholding
5. Certificate Form W-4M, if elected
6. Form I-9 Employment Eligibility Verification
7. Copy of driver's license and social security card or US Passport
8. Starting date and scheduled hours
9. Job title and starting salary
10. Authorization for direct deposit of paycheck, along with a voided check or deposit slip
11. Job description
12. Enrollment documentation for health, dental, vision. LTD/STD and 401K. If applicable, wage garnishments

### 13. Employee background checks

Payroll is processed bi-weekly and processed no later than five days from the end of each payroll period. The Executive Director will review and approve the payroll register. The pay rates used to prepare payroll will be based on signed memos from the Executive Director. The salary for the Executive Director will be based on a signed memo or email from the Board Chair.

#### **Cash Receipts**

Designated staff will receive and open the mail in the presence of another employee or volunteer in order to maintain dual control over receipts. A Development Associate will restrictively endorse all checks when received. The bank deposit will be made at least weekly by the Finance Manager. If the Finance Manager is unavailable to make bank deposits, the Executive Director will assign an employee other than the Finance Manager.

A copy of the check will be photocopied and included with the deposit slip and filed. The donation entries will be entered to properly reflect any restrictions requested by the donor. The Finance Manager will then enter deposit(s) into the accounting system, and initial that the deposit balances with the donor database balance. Any cash donations will be counted by a Development Associate and an employee or volunteer. The cash will be secured in a sealed envelope and kept in the safe until counted and signed by two people.

HOPE 4 Youth, Incorporated allows constituents to contribute by way of credit card payments which are processed by an online payment system. The website for both HOPE 4 Youth, Incorporated and the system will include options for the donor to reflect any restrictions on the gift. The Finance Manager is to receive a report of each cycle of credit card receipts and to code and post each credit card transaction. The Finance Manager will transfer funds on deposit with the online system to the operating bank account as needed, but at least monthly.

The bank statements are given to the Finance Manager and the Finance Manager reconciles them within the accounting system. The accountant reviews the bank statements and reconciliation reports for unusual items or changes and signs the reconciliation to acknowledge compliance with HOPE 4 Youth, Incorporated's stated policies.

#### **End of Month Accounting Procedures**

The Finance Manager prepares the monthly financial statements (Statement of Financial Position, and Statement of Activities) including a budget to actual expense report. The Executive Director approves the financial statements before being sent to the Board of Directors. The financial statements should be given to the Executive Director at least four days prior to the mailing of Board packets in order to facilitate this review. The Board of Directors approves the monthly financial statements.

The cutoff for information in the monthly statements is three weeks after the month end. The Finance Manager will maintain a file for each month which includes work papers which document the balance of each balance sheet account. The file will also include copies of the grant billings. All balance sheet accounts will be reconciled monthly to help ensure that accurate statements are provided to management and the Board.

### **End of Year Accounting Procedures**

The cutoff for December financial statements is extended to four weeks after year end. Upon completion of the December financial statements, the preliminary year-end report is run by the Finance Manager and given to the Executive Director for review.

If an annual financial audit is required, the Finance Manager will contact the auditors as soon as the Executive Director signs the audit engagement letter to begin planning the scheduling and work needed to complete the audit. The Finance Manager will be responsible for preparing as many of the schedules which the auditors will use as possible.

Upon completion of the audit, the Finance Manager and Executive Director will meet with the auditors to discuss any issues raised, review the audit journal entries, evaluate the audit process and plan improvements for the following year.

### **Cost Allocations**

HOPE 4 Youth, Incorporated will adopt a cost allocation plan each year which satisfies the requirements of all grants for that year and complies with the Form 990 filing requirements. This cost allocation plan will need to be modified any time a new program is started or possibly upon the receipt of a new grant.

### **Debt Obligations**

Board approval is required for incurring any debt other than operating trade payables and budgeted payroll payables. The Executive Director will be authorized by the Board of Directors to negotiate the loan agreement. The Executive Director and Board Chair or Treasurer will sign any debt agreements after receiving full Board approval. The Finance Manager will periodically review any loan covenants and report to the Executive Director if there are any violations or potential violations of the covenants.

### **Reserves and Designated Funds**

The Board may designate portions of HOPE 4 Youth, Incorporated's net assets for specific purposes. Such designations will be made by resolution of the Board. A purpose and timeline must be specified for each designated fund. Every year the Board will decide whether the amounts shown as Board restricted funds, temporarily restricted and fully restricted should be segregated in a separate bank account.

### **Internal Controls and Financial Audit**

Internal controls pertaining to the accounting records are established by the Executive Director and Treasurer in consultation with the Finance Manager. The Finance Committee selects the public accounting firm which will perform the year-end financial audit, if required. The financial audit report is presented to the Board of Directors who has the authority to approve the audit.

Whenever there is a change in administrative personnel or a change in the operating structure of the organization, the Treasurer and Executive Director will meet to determine that the internal control system continues to meet the needs of HOPE 4 Youth, Incorporated and, if appropriate, the changes will be reflected in this fiscal policy manual.

In order to continue receiving government grants and restricted donations, HOPE 4 Youth, Incorporated must have systems in place to ensure compliance with the restrictions imposed by those grants and donations. The Finance Manager is designated as the compliance officer and will be responsible for overseeing the compliance with all applicable grant restrictions.

The Executive Director will be responsible for communicating the nature of all donor restrictions to the Finance Manager. This information will be used to ensure that the General Ledger restricted donations account will reflect the restricted donations and the spending of those restricted amounts, as appropriate.

HOPE 4 Youth, Incorporated will maintain a record of all restricted donations in a separate database so that periodic reports of the year's cumulative restricted donations can be produced. When a restriction has been satisfied, that will be noted in the database. If appropriate, the Executive Director will be responsible for communicating the satisfaction of the restriction to the donor.

#### **Computer Authorization and Backup**

The accounting computer software will have access controlled by password(s). . The Finance Manager and Executive Director will be given the system password. . The accounting computer will be backed up regularly. The Finance Manager is responsible for carrying out this backup. The Finance Manager is responsible for maintaining the disaster recovery plan for the accounting software.

#### **Access to Records and Record Retention**

The records of HOPE 4 Youth, Incorporated are generally open to public inspection due to IRS rules, open records laws, and the spirit of public service. However, certain information is not open to public examination and may only be released with the permission of the Executive Director. Questions in this area are to be resolved by the Executive Director. If the answer to a request is unclear, the Executive Director may contact HOPE 4 Youth, Incorporated's attorney for a consultation. Record retention is governed by various rules, statutes of limitations and common sense. Certain documents must be retained indefinitely, while others may have little use after a year.

#### **Grants and Contracts**

Grant and contract billings will be prepared and filed timely. Adequate documentation will be maintained to support all billings. Complete grant and contract files will be maintained. Grant and contract files will contain at least the following documents: signed copy of contract, application and budget, correspondence, periodic billings, and the documentation supporting the billings.

Documentation of billings will be prepared and maintained. For billings based on a reimbursement of expenses, a copy of the program expenses and any reconciliation to the billing will be maintained. The Finance Manager and Executive Director will approve billings prior to issuance.

Updated 2.2018  
Policy approved

## Investment Policy

### Purpose

The financial assets of Hope 4 Youth, Inc. consist of (a) funds intended to be used to cover its short-term operating and program expenses (the "Operating & Program Fund"), (b) reserve funds, which are funds to be held in reserve to support the Hope 4 Youth's future operations, serve as a resource during economic downturns or provide an additional source of income to support and further the Hope 4 Youth's mission (the "Reserve Funds"), (c) funds which have been restricted by the donor or the Hope 4 Youth's Board of Directors (the "Board of Directors" or the "Board") for a specific purpose, but which do not have a restriction as to the timing of their expenditure (the "Restricted Funds"), and (d) funds received by the Hope 4 Youth pursuant to a gift instrument that are not wholly expendable by the Hope 4 Youth on a current basis (the "Endowment Funds" and together with the "Operating & Program Fund," the "Reserve Funds" and the "Restricted Funds," the "Funds").

Financial assets subject to a specific donor restriction as to the investment, management, use or expenditure of such assets shall be invested, managed, used and spent in accordance with the donor's restriction.

### Investment and Management Objectives and Guidelines

**Operating and Program Fund:** The Operating and Program Fund shall be invested with the objective of preserving its assets to cover operating expenses and realizing earnings in a way that allows for immediate liquidity to meet the Hope 4 Youth's ongoing programmatic and operational needs. Operating & Program Fund assets may be maintained in the checking account that the Hope 4 Youth uses for day-to-day operations and may be invested in other cash-equivalent investments, such as savings accounts, money market accounts, certificates of deposit with maturities appropriate for expected needs, Treasury bills and other investments that are relatively easy to liquidate. .

**Reserve Funds:** The Reserve Funds shall be invested with the objective of preserving the long-term real purchasing power of the Funds' assets while realizing appropriate investment income. Reserve Funds' assets may be invested in certificates of deposit, Treasury bills, mutual funds, exchange traded funds, equities, fixed income securities and, as to an appropriate portion, cash equivalent investments.

**Restricted and Endowment Funds:** The Restricted and Endowment Funds shall be invested with the objective of preserving and enhancing the purchasing power of the Funds' assets while ensuring that liquidity requirements can be met. Restricted Funds' assets may be invested in certificates of deposit, Treasury bills, mutual funds, exchange traded funds, equities], fixed income securities and, as to an appropriate portion, cash equivalent investments. The asset allocation of each of the Restricted Funds shall be determined from time to time by the Board of Directors, in consultation with any managers or advisors if desired (unless it delegates such task to an external manager), which allocation shall reflect a proper balance of such Fund's investment objective, any risk tolerance standard and the need for liquidity.

**Review of Investment Policy:** The asset allocation of each of the Funds shall be determined from time to time by the Board of Directors, in consultation with any managers or advisors if desired (unless it delegates such task to an external manager), which allocation shall reflect a proper balance of such Fund's investment objective, any risk tolerance standard and the need for liquidity. The Board will also

review this policy, and shall amend the policy, from time to time as necessary to reflect developments affecting the Hope 4 Youth's finances and activities.

Investments of each Fund will be diversified to limit the risk of loss resulting from the concentration of assets in a specific type of investment, specific maturity, specific issuer or sector unless the Board prudently determines that, because of special circumstances, the purposes of the Fund are better served without diversification. The Board shall review the diversification strategy periodically, *provided, however,* that it shall review any decision to not diversify as frequently as circumstances require but, at a minimum, annually.