



## BOARD OF DIRECTORS MEETING

Monday, January 24, 2022

5:00 – 7:00pm

Meeting Location: Virtual/call in: [Zoom Link](#)

AGENDA	TIME
<ul style="list-style-type: none"><li>• Call to Order (Steve Nash)<ul style="list-style-type: none"><li>○ Welcome Pat Chen, Julie Cole, Brad Konik</li></ul></li></ul>	5:00pm
<ul style="list-style-type: none"><li>• Mission Moment</li></ul>	5:10pm
<ul style="list-style-type: none"><li>• Approve Agenda and Minutes (Steve Nash)</li></ul>	5:15pm
<ul style="list-style-type: none"><li>• Board Member Engagement (Steve Nash)<ul style="list-style-type: none"><li>○ General Board Meeting frequency and cycle</li><li>○ Board Committee structure</li><li>○ Board Fundraising ideation – planting a seed for a future discussion</li></ul></li></ul>	5:17 pm
<ul style="list-style-type: none"><li>• Executive Director Report (LaChelle Williams)<ul style="list-style-type: none"><li>○ Year-end SUCCESS!</li><li>○ New facility progress</li><li>○ Presentation of goals, measurement of success, and HR focus</li></ul></li></ul>	5:35pm
<ul style="list-style-type: none"><li>• Finance &amp; Administration December Financial Report (Angie Forsman &amp; LW)</li></ul>	5:55pm
<ul style="list-style-type: none"><li>• Program Update (Mark McNamer)<ul style="list-style-type: none"><li>○ A year in review – plans for 2022</li></ul></li></ul>	6:05pm
<ul style="list-style-type: none"><li>• Advancement Update (Julie Orlando)<ul style="list-style-type: none"><li>○ A year in review – plans for 2022</li></ul></li></ul>	6:20pm
<ul style="list-style-type: none"><li>• Open Business (Steve Nash)</li></ul>	6:35pm
<ul style="list-style-type: none"><li>• Adjourn</li></ul>	7:00pm

2022 board meetings: **Jan 24** \* Mar 28 \* May 23 \* Aug 22 \* Oct 24 \* Nov 28

# **BYLAWS OF HOPE 4 YOUTH**

## **ARTICLE 1: OFFICES**

The registered office of the corporation as of the date of these amended and restated Bylaws were executed is located at 2191 Northdale Blvd NW, Coon Rapids, MN 55433, and may in the future be a such place in the State of Minnesota as shall be duly adopted by resolution of the Board of Directors.

## **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 and Method of Election.**

The Board of Directors shall consist of not less than five (5) nor more than fifteen (15) directors. Directors can be elected as a new member of the Board at any time during the year and shall be elected by the Board of Directors for a specific term as provided for in Section 3.4.

### **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 initial term of office for all directors shall be three (3) years (36 months) and shall expire on the last day of the month of the board member's anniversary month. At the end of the initial three year term, there will be an opportunity to renew for additional 1 year (12 month) terms. No Board member

shall serve more than nine (9) consecutive years. The Board Nominations Committee works with each board member at the end of their term to determine if they will renew their board membership or not. Board terms shall be staggered so that the terms of approximately one-third of the 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.

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 board member may not voluntarily or involuntarily transfer his or her board 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, Executive Director, 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 meetings and shall review the Bylaws annually in January in accordance with Article 10. 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 or 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 Chair of the Board shall be an ex-officio member of all committees except the Nominating Committee. 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 Committee

The Strategic Planning Committee shall be elected by the Executive Committee and shall consist of at least three (3) Board members. Membership on the Strategic Planning 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 Executive Director and HOPE 4 Youth staff. The Strategic Planning Committee will provide insights and recommendations to the Executive Director 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, 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. Development Committee.

A 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 Development Committee may have three (3) or more board members. 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: EXECUTIVE DIRECTOR

### Section 7.1. Executive Director.

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

### Section 7.2. Duties and Authority of Executive Director.

The Executive Director 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 Executive Director 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 Executive Director. As Executive Director, 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 Executive Director 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 Executive Director shall attend all meetings of the Board of Directors and make a report to the Board at every regular, special, and annual meeting. The Executive Director 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 coincide with the calendar year and will begin in the first day of January and end on the last day of December 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 by the Secretary, 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.

# HOPE4YOUTH

Providing Pathways to End Youth Homelessness

## Governing Board Meeting Cycle 2022

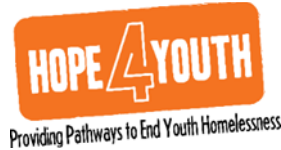
Fourth Monday 5pm-7pm

\*Board subcommittees set goals, meet to accomplish, and present at general board meetings

\*Monthly financials will be emailed for review

\*ED will share a monthly status update for H4Y operations





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## HOPE 4 Youth - Board Committee Structure 2022

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### **Executive Committee** – Chair – Steve Nash

Members: Steve Nash, Anna VonRueden, Don Phillips, Stephen Spears, Vice Chair | Staff: LaChelle Williams  
Objective

- Oversee, monitor, and support the performance of the Executive Director
- Ensure the organization's strategic plan is operationalized and monitor for performance
- Plan and monitor risk to the organization

### **Development Committee** – Chair – XXXXX

Members: JJ Slag, Rich Branham, Don Phillips | Staff: Julie Orlando  
Objective

- Diversify H4Y's funding mix to include growth of revenue from corporate partners/organizations and sponsorship expansion
- Ensure marketing plan supports revenue generation

### **Finance Committee** – Chair – Don Phillips | Staff – LaChelle Williams

Members: Sarah Nohner, Tanya Bacigalupo  
Objective

- Oversee the financial health of the organization
- Manage the annual audit

### **Strategic Steering Committee** – Chair – XXXX | Staff: LaChelle Williams

Members: Sue Woodard, Paul Lenzmeier  
Objective

- Work with ED to operational 2021-2023 Strategic Plan

### **Board Nominating Committee** – Chair – Stephen Spears | Staff: LaChelle Williams

Objective

- Work collaboratively with the board, staff, and community to elevate and vet board nominees

### **Program Committee** – Chair – XXXX | Staff: Mark McNamer

Members: DeeDee Gorman

Objective

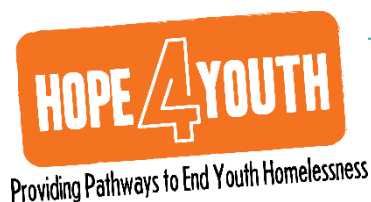
- Ensure transformational relationships with community experts are cultivated
- Oversee program opportunity improvements

### **Diversity, Inclusion, and Equity Committee** – Chair – XXXX | Staff: LaChelle Williams

Members: Lucell Hanson

Objective

- Continue to develop a high performing culture which embraces diversity, inclusiveness, innovation and teamwork to support our mission



## **Board of Directors Confidentiality Statement**

Respecting the privacy of our donors, clients, volunteers, staff, and of HOPE 4 Youth itself is a basic value of HOPE 4 Youth.

Board Members of HOPE 4 Youth will be exposed to information which is confidential and/or privileged and proprietary in nature.

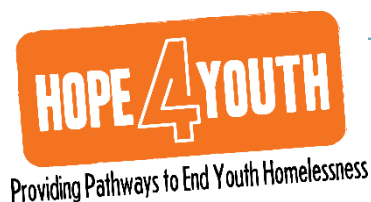
Board Members will hold in strict confidence all confidential information, and will not directly or indirectly divulge, disclose, or make use of for any purpose whatsoever confidential and proprietary information of HOPE 4 Youth, except as expressly authorized by HOPE 4 Youth to carry out Board Member duties and responsibilities. Care shall also be taken to ensure that unauthorized individuals do not overhear any discussion of confidential information and that documents containing confidential information are not left in the open or inadvertently shared.

This includes information pertaining to donors, clients, volunteers, staff members, and your fellow Board Members.

Unauthorized disclosure of confidential or privileged information is a serious violation of this policy and will subject the person(s) who made the unauthorized disclosure to appropriate discipline, including removal/dismissal from role as board member.

Print Name \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_



## HOPE 4 Youth, Inc. Acknowledgement Conflict-of-Interest Policy

The standard of behavior at HOPE 4 Youth, Inc. is that all board members, staff, and volunteers scrupulously avoid conflicts of interest between the interests of the HOPE 4 Youth, Inc. on one hand, and personal, professional, and business interests on the other. This includes avoiding potential and actual conflicts of interest, as well as perceptions of conflicts of interest.

I understand that the purposes of this policy are to protect the integrity of the HOPE 4 Youth, Inc.'s decision making process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and reputations of board members, staff, and volunteers.

Upon or before election or appointment, I will make a full, written disclosure of interests, relationships, and holdings that could potentially result in a conflict of interest.

In the course of meetings or activities, I will disclose any interests in a transaction or decision where I (including my business or other nonprofit affiliations), my family and/or my significant other, employer, or close associates will receive a benefit or gain. After disclosure, I understand that I may be asked to leave the room for the discussion and that I will not be permitted to vote on the question.

I understand that this policy is meant to supplement good judgment, and I will respect its spirit as well as its wording.

Disclosure of expressed conflict:

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Name

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Date

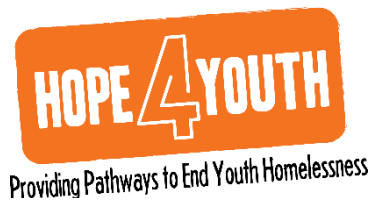
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Witness

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Date





## Board Portal

HOPE 4 Youth provides the Board of Directors with a secure, central repository for board information and document storage. Every Board Member is provided with their own username and password, which is provided at their onboarding.

Should there be any difficulty accessing and using the Board Portal, please email Brooke Limanen at [blimanen@hope4youthmn.org](mailto:blimanen@hope4youthmn.org) for assistance.

### Login to Board Portal

1. Open a new web browser (preferably Google Chrome).
2. Type <https://www.hope4youthmn.org/login> in the address bar.
3. You'll be taken to the following screen:

A screenshot of a WordPress login page. At the top center is the WordPress logo (a blue 'W' inside a circle). Below it is a white login box with a thin blue border. Inside the box, there are two input fields: 'Username or Email Address' and 'Password'. The password field has a small eye icon to its right. Below the password field is a checkbox labeled 'Remember Me'. To the right of the checkbox is a blue button with the text 'Log In' in white. Below the login box, there is a link that says 'Lost your password?'. At the very bottom of the page, there is a link that says '← Back to HOPE 4 Youth in Anoka, MN'.

4. Enter the username and password provided to you at your onboarding.
  - If you have forgotten your username, please email Brooke Limanen at [blimanen@hope4youthmn.org](mailto:blimanen@hope4youthmn.org).
  - If you have forgotten your password, please select “Lost your password?”.
5. Select “Log In” and you’ll be taken to the Board Portal.

### Board Portal - Repository

You'll find the following in the repository:

- Board Packets
- Meeting Minutes
- Committee Files
- General Board Documents
- Calendar

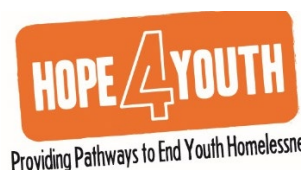






Providing Pathways to End Youth Homelessness

# Strategic Plan 2021-2023



**Mission:** To provide pathways to end youth homelessness

**Vision:** 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.

**Core Values** guide our work. We are:

- *Resourceful* – We collaborate to maximize resources and evolve to meet the changing needs of our participants and the community.
- *Accountable* – We operate with integrity and are accountable to our youth, volunteers, community, donors, and employees.
- *Inclusive* – We respect and embrace differences as a strength, allowing people to bring their full, authentic selves to HOPE 4 Youth.
- *Hopeful* – We communicate and operate with optimism and believe in a bright future for the youth we serve and our community.
- *Compassionate* – We serve and work with empathy and understanding to create a judgment free environment.

## 2021-2023 Strategic Plan - Introduction

In 2012, HOPE 4 Youth began its important work of creating pathways to end youth homelessness in the north metro opening our doors in 2013. The organization grew rapidly out of a volunteer-led effort to affect change and improve the lives of these young people in our community. It is now the right time in the life cycle of the organization to build on our past experiences and to take the time to evaluate our service delivery, clarify our values and practices, deepen our impact, and strengthen our business practices. This will ensure that HOPE 4 Youth is best positioned as a sustainable organization that can fulfill our mission and make a positive impact on the young people and community we serve.

Each of the goals outlined in this strategic plan is focused on a specific aspect of HOPE 4 Youth's service delivery and organizational functioning. Taken together they will lay the groundwork for the next phase in the organization's life cycle resulting in effective service delivery and an environment that allows the agency, individual staff members, volunteers, and the youth we serve to work together focusing time, energy, and resources on the achievement of long-term stability for participants.

## **Strategic Goal 1: Deepen Our Impact through High Quality, High-Impact Programs and Services**

Our goal is for every young person who arrives at HOPE 4 Youth's door to receive high-quality, client-centered services leading to long-term housing stability. We will focus in large part on our core programming, service delivery, and the ultimate well-being of our participants. We recognize that we can achieve more for the young people we serve by collaborating with and learning from partners and inspiring the community to take action. These priorities and initiatives include:

- Defining, maintaining, and strengthening our core programs and services by building on our experience and expertise, proven best practices, and continuous learning.
- Continuing to provide a range of services for young people experiencing homelessness and exploring the expansion of services not currently offered that could be provided as part of HOPE 4 Youth's continuum of care.
- Providing individualized pathways to youth for success through comprehensive and diverse programming, and one-on-one case management.
- Collaborating with community partners to augment our core services and leverage work that fulfills our mission.
- Evaluating and addressing current and future space and facility needs through a comprehensive study and analysis that will include location, accessibility, safety for youth/staff/visitors, floor plan, size, etc.
- Expanding and strengthening communication and outreach efforts to meet the needs of youth and ensure that we are reaching those in need of our services.
- Effectively and consistently measuring outcomes, defining program impact priorities, and continually evaluating program effectiveness to make program improvements and optimize our impact.

## **Strategic Goal 2: Create a Diverse, Equitable, and Inclusive Organization**

We understand that to truly be diverse, equitable, and inclusive, an organization must make it part of its culture. Hope 4 Youth values differences of all people, inside and outside of the organization; and we are supportive, respectful, and work to safeguard fairness, equity, and inclusion for all individuals. These priorities and initiatives include:

- Ensuring equitable access to services, adapting services to meet the needs of diverse youth, and leveraging community partnerships while focused on the elimination of systemic barriers.
- Maintaining and strengthening our efforts to meet youth where they are through an individualized approach to service delivery, avoiding a cookie-cutter mentality, to best meet the needs of a diverse community and address any disparity in program outcomes.

- Diversifying practices for attracting and hiring staff, enlisting volunteers, and recruiting board members to ensure our staff, volunteers, and board members reflect the youth we serve.
- Evaluating employee benefit offerings to best meet the needs of a diverse staff.
- Evaluating employee benefit offerings to best meet the needs of a diverse staff.

### **Strategic Goal 3: Strengthen Business Practices to Support High Performance**

We will focus on aligning our business practices, resources, and people power to support long-term stability of the organization and the youth we serve. We will create and sustain a culture of high performance and continuous quality improvement in all areas of the organization. In our policies, procedures, and business practices we will balance structure and flexibility both internally and externally, recognizing this as an important aspect of our organization's culture. These priorities and initiatives include:

- Creating a high-performance culture by delivering meaningful, measurable, and financially sustainable results for the youth we serve.
- Strengthening engagement, training, and professional development practices to enhance service excellence, increase retention of talented high-performing staff, and promote opportunities for all staff.
- Developing operational policies and procedures to ensure that resources, including people, materials, and other expenditures, are used and managed effectively and efficiently.
- Ensuring financial stability and sustainability by deepening relationships with supporters and partners, ensuring diverse funding streams, safeguarding assets, and sharpening grants management practices.
- Strengthening communication efforts to expand our reach, diversify our media approach, continually share our impact with stakeholders, and portray a consistent brand, while meeting the needs of youth, donors, and other stakeholders.
- Ensuring staff are fairly compensated, well-trained, high-performing and accountable, and supported by high-functioning systems.
- Attracting, recruiting, and retaining a strong base of dedicated and mission-driven volunteers.
- Optimizing the organization's human resources by evaluating staff and volunteer capabilities and matching them with the organization's needs to determine if roles are best filled by staff or by volunteers.
- Leveraging data to drive decision-making, program enhancements, and operational adjustments.
- Evaluating the board of director's composition, committee structure, and board governance practices to complete the shift from an operating board to a engaged governing board.



**Budget Narrative and Assumptions**  
**Fiscal Year 2022**  
(January 1, 2022 – December 31, 2022)

The fiscal year 2022 budget reflects:

Total Revenue	\$1,740,660
Total Expenses	\$1,737,324
Net Surplus (Deficit)	\$ 3,336

The 2022 budget has been created with insight from HOPE 4 Youth's four-year trends, the assumption of the community opening at a greater level than in 2021, and the development of revenue generation plans and expense management parameters to establish a well-founded vision for our work. The 2022 budget is based on the following assumptions and criteria. We have noted details for board review and will follow up in Q1 with revenue generation and expense management plans.

## **Revenue**

### **We are planning for a 24% increase in overall revenue generation**

#### *Donations, Gifts, and Grants – 31% increase*

Great review of previous partners, potential partners, and current advocates allowed us to think creatively while effectively diversifying our funding stream. Staff was fully engaged in the vision of our outreach with specific plans tailoring our outreach intentions with the following constituents. We are optimistic regarding a \$55,000 Otto Bremer Trust gift as well as the Pohlad Foundation, the Anderson Foundation, new and/or expanded corporate partnerships, etc. H4Y has already secured a two-year grant funding in 2022 and 2023 from the MN Dept of Human Services OEO grant (\$150,000 each year).

- Detail of fundraising goals – formal development plan completed by January 2022
  - Individuals - \$415,000
  - Civic & Faith Partners - \$150,000
  - Corporate Partners - \$285,000
  - Private Foundations - \$245,000
  - Government - \$150,000
  - Change in PV Dis on Plg Rec - \$10,911

In fiscal year 2022, H4Y will experience a reduction in funding due to the one-time gift of the PPP \$180,412 PPP Loan. We are currently working on the forgiveness of this loan with the MMC outsourcing firm. We will offset this revenue stream with the reduction of the one-time leadership transition expenses realized in 2021 of over \$110,000 and incremental expenses needed to fulfill grant opportunities. We have confidence in the management of our revenue opportunities and greater expense oversight.

#### *Special Events – 30% increase*

The net revenue of \$240,000 from Special Events was developed with a balanced mindset of expansion with the community's confidence elevating and the belief in greater donor/community engagement. The Night for Hope will continue in experience as the 2021 event – a true community gathering event. All special events will be assessed for enhancement opportunities while always educating the community on the *why* of H4Y.

- A Night for Hope - \$100,000net
- Hunt for Hope - \$22,000net
- Darkest Night 4K - \$65,000net
- Out of the Cold - \$38,000net
- General special events - \$15,000net

#### *Program Service Revenue – 11% increase*

The budgeted revenue of \$131,160 for Program Services Revenue represents the rental income and supplemental services subsidy payment for the Hope Place housing units. We were realistic in our planning to accommodate for youth transition on an annual basis.

#### *Hope's Closet*

Hope's Closet store will likely not reopen in fiscal year 2022. We will engage our great community advocates to embrace four Pop-Up sales opportunities throughout the year. We currently have inventory which can be used for this outreach and hope to encourage the Hope's Closet advocates to fully embrace this modification.

- Four Pop-Up sales yielding \$10,000

#### *In-Kind*

- Contra account – seen as revenue and as expense

#### *Investment & Other Income*

- Based on market performance. We do not have large dollars invested so this amount will remain consistent for the organization.

#### *Board engagement*

- We will explore opportunities for board lead fundraising efforts to bridge needed revenue: customized gatherings, initiative elevation, etc to be explored in 2022.

## Expenses

*Payroll, Taxes, and Benefits – increasing staff expense by 15% over 2021 forecast and a reduction of 8% from 2021 budget*

- Current staff levels support H4Y operations at the Drop-In Center, Hope Place, and our administrative team. The organization has weathered 2020-21 with many staff changes. Currently there are 15 individuals supporting the operation. All are serving in multiple roles and burnout is a concern. Investing in two additional people in 2022 will help to amply H4Y's mission and the work needed to fully serve our youth.
  - Head count
    - 2018 > 11, 2019 > 16, 2020 > 20, 2021B > 18, 2021A > 15, **2022B > 17**
      - 2022 - Increase to support required work with case management connected to the Pohlad Grant (effective 3.1.22), return of an Administrative Assistant (effective 1.1.22).
        - If Pohlad grant doesn't come through we will reduce outreach plan and move FT role to PT.
      - Moving forward H4Y will monitor by FTE rather than headcount.
- H4Y leadership is reviewing necessary benefit enhancements and talent retention strategies to retain the strong people in place and attract the needed competencies to help the organization thrive.
- A raise pool of approximately 3% has been included in the assumptions.

## Contracted Services

- Reduction from 2021 by \$110,000 for leadership transition one-time expenses
  - Contracted Interim ED, legal expenses, severance and PTO payout, accounting contractors (internal promotion will begin to offset in November)
- Reduction from 2021 by \$10,000 for the closure of Hope's Closet Store and the annual loss experienced
- 2022 includes:
  - Addition of HR support – Contract begins January - \$40,000 expense
  - Includes contracting talent rather than hiring a generalist – Marketing, Social Media, Graphic Design, Grant Writing
  - \$65,400 for Hope Place evening security
  - \$14,000 for Anoka County Career Force
  - \$37,200 MMC accounting
  - \$10,000 audit expense
  - Misc IT, Close Knit consulting, and necessary legal services

### *Insurance*

The insurance is budgeted at \$35,984 reflecting the estimated premiums for D&O, Property, and Liability, Auto, Umbrella, and Workers Compensation. The budget also includes dollars to add policies related to Cyber/Internet Liability, Professional Liability, and Volunteer coverage.

### *Building and Facilities Expense*

The budgeted Building and Facilities Expense includes the leased facilities at the Drop-In Center, the mortgage interest on the owned buildings at Hope Place and the Admin Office, and the other expenses of building operations including utilities, trash/recycling, phone/internet, repairs & Maintenance, cleaning, association fees at the Admin building, HVAC, fire systems, snow removal, and miscellaneous building expenses.

### *Supplies & Equipment*

The budgeted expense for supplies and equipment includes costs for office supplies, and equipment. We have accommodated for new COVID protocol.

### *Postage, Mailing, & Delivery*

The budgeted expense includes expenses for the regular annual expense and a single fundraising appeal.

### *Staff, Board, and Volunteer Expense*

This budget assumes expenses for

- Staff, board, and volunteer meetings
- Volunteer and staff appreciation (including an annual volunteer appreciation events)
- Staff training, education, and professional development
- Staff cell phone expenses

### *Program Expense – Youth Assistance*

- Transportation expenses (car repair, gas, metro transit, vehicle expenses, etc...)
- Educational expenses (education materials, tuition, etc..)
- Sustainable Housing expenses Highlight additions (rental assistance, utilities, phone, bridging, etc...)
- Pohlad expenses to include host home needs (rent, utilities, gas, etc...)
- Youth programming, training, and workshops (i.e. Familywise – partnering with community experts, etc...)
- Drop-in Center Pantry needs (food, basic needs, hygiene needs, etc...)
- Misc expenses (storage garages, youth activities, cell phones, Hope Place furnishings, etc...)



### *Printing & Promotion Expenses*

Printing and Promotion budgeted expenses include costs for inhouse copying/printing as well as external marketing and promotion expenses.

### *Travel & Transportation*

The travel & transportation budgeted expenses include cost for the staff mileage reimbursement as well as the operating experience for the agency van (gas, license tabs, and repairs). We have accommodated for a return to in-person meeting travel with the encouragement of using telepresence as appropriate.

### *Licenses, Memberships, Due, Fees*

The budgeted line item for licenses, memberships, dues, and fees include the annual fees for the databases used to track client, donor, and volunteer data. It also includes annual membership and dues costs (i.e. MACE membership, MN Council of Nonprofits membership, etc...) and the portal administration fees and merchant service fees associated with credit card transactions.

### *Depreciation Expense*

The budgeted depreciation expense includes depreciation expenses for our owned buildings (Hope Place and Admin Office), building and leasehold improvements at all facilities, and vehicle depreciation related to the agency van. It is similar to last fiscal year, as there have been no large fixed asset purchases, and just a few smaller items becoming fully depreciated.

**Balance Sheet**  
**as of December 31, 2021**

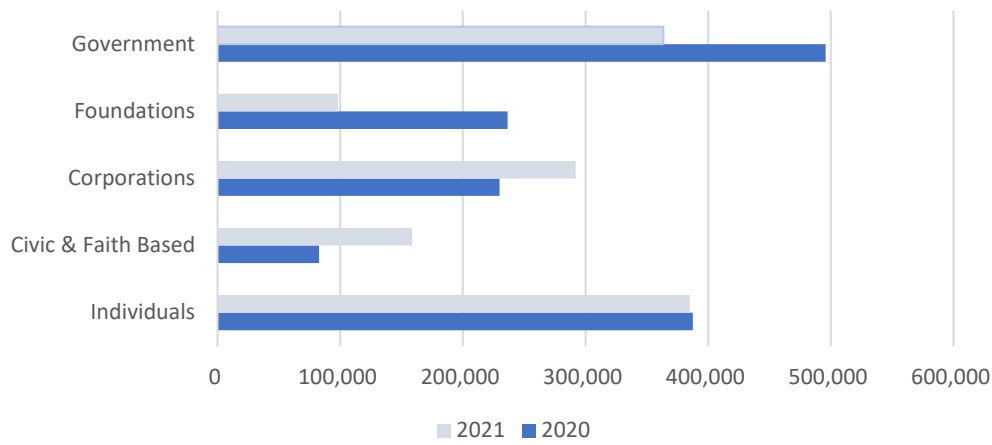
	<b>December</b>	<b>Comments</b>
<b>Assets</b>		
Cash and Cash Equivalents	679,272	
Board Designated Operating Reserve	512,469	
Receivables	80,153	Heartland Tires, GRH, OEO
Prepaid Expenses	11,659	
Inventory	70,508	Still needs to be adjusted
Investments	40,282	Principal Investment
Property and Equipment, net	1,614,105	
<b>Total Assets</b>	<b>3,008,449</b>	
<b>Liabilities</b>		
Accounts Payable & Other Accrued Liabilities	42,784	Payroll liabilities
Mortgage Payable (VB)-Hope Place	277,082	
Mortgage Payable (Finl One)-Admin Office	146,664	
<b>Total Liabilities</b>	<b>466,530</b>	
<b>Net Assets</b>		
Unrestricted-Undesignated	1,746,214	
Unrestricted-Board Designated Operating Reserve	512,469	
Temporarily Restricted	232,333	Heartland, Ratfield, HSF, Christ Lutheran
Current Year Net Surplus(Deficit)	46,349	
<b>Total Net Assets</b>	<b>2,537,365</b>	
<b>Total Liabilities &amp; Net Assets</b>	<b>3,003,895</b>	

**Income Statement  
as of December 31, 2021**

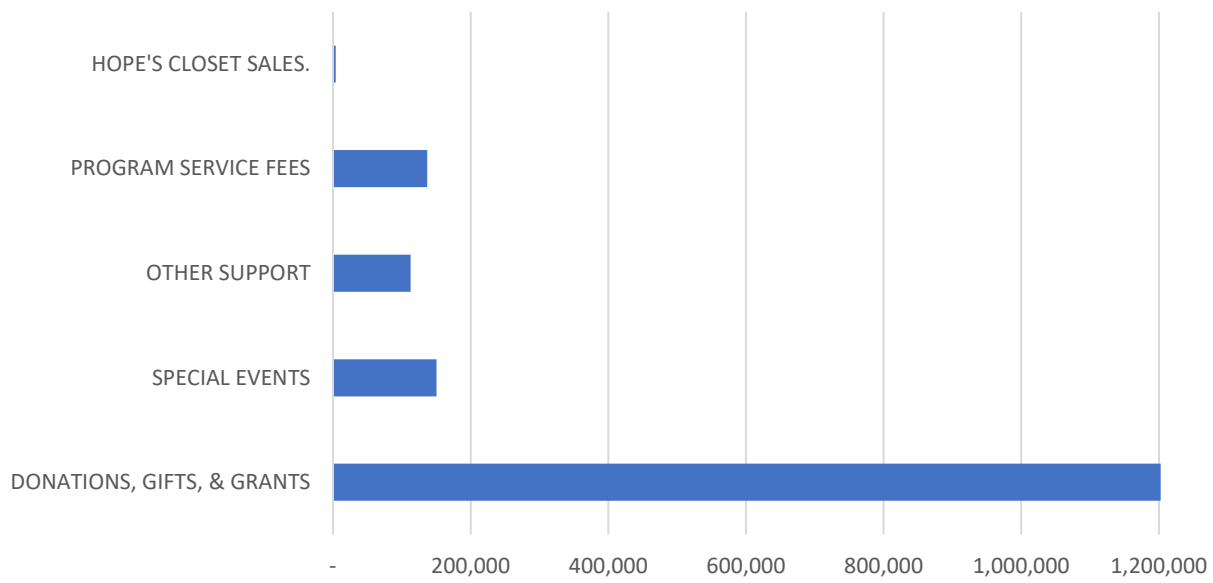
				<b>Actual to Forecast</b>
	<b>Actual</b>	<b>Forecast</b>	<b>Budget</b>	<b>Variance</b>
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
DONATIONS, GIFTS, & GRANTS	1,297,300	947,193	1,125,000	350,107
SPECIAL EVENTS	150,360	184,219	225,000	(33,859)
OTHER SUPPORT	112,708	75,275	120,000	37,432
PROGRAM SERVICE FEES	136,868	118,152	158,920	18,715
HOPE'S CLOSET SALES.	3,765	3,765	68,400	
INVSTMT INC & OTHR GAIN(LOSS)	13,160	11,918	13,660	1,241
<b>Total Income</b>	<b>1,714,161</b>	<b>1,340,523</b>	<b>1,710,980</b>	<b>373,638</b>
<b>Expense</b>				
PAYROLL, TAXES, & BENEFITS	829,773	829,451	1,051,440	321
CONTRACTED SRV & PROF FEES	270,756	234,939	126,490	35,817
INSURANCE.	29,534	21,814	32,060	7,720
BUILDING & FACILITIES EXPENSE	128,604	127,382	167,810	1,222
SUPPLIES & MINOR EQUIPMT	6,700	8,189	6,270	(1,489)
POSTAGE, MAILING, & DELIVERY	3,136	1,983	5,820	1,153
STAFF, BOARD, & VOLUTEER EXP	11,275	12,243	31,440	(968)
PROGRAM EXPENSES	271,117	193,911	172,730	77,206
PRINTING & PROMOTION EXPENSE	26,075	12,017	15,440	14,058
TRAVEL & TRANSPORTATION	1,193	1,096	5,280	97
LICENSES-MEMBRSHPS-DUES-FEES	44,294	38,771	46,460	5,523
DEPRECIATION EXPENSE.	45,356	45,385	44,170	(29)
<b>Total Expense</b>	<b>1,667,812</b>	<b>1,527,182</b>	<b>1,705,410</b>	<b>140,631</b>
<b>Net Ordinary Income</b>	<b>46,348</b>	<b>(186,658)</b>	<b>5,570</b>	<b>233,007</b>
<b>Net Income</b>	<b>46,348</b>	<b>(186,658)</b>	<b>5,570</b>	<b>233,007</b>

Actual	
to Budget	
Variance	Act to Bud Variance Comments
172,300	Big 4Q Push!!
(74,640)	
(7,292)	
(22,052)	
(64,635)	
(500)	
3,181	~30% of total revenue - in December.
0	
0	
(221,667)	Open ED, Elim of FD, Fin Mgr & Mktg roles open
144,266	Accting (\$97K), ED (\$37K), Legal (\$7K) & Marketing (\$18K)
(2,526)	
(39,206)	Hope's Closet Rent
430	
(2,684)	
(20,165)	Training down
98,387	Spent more on youth!
10,635	
(4,087)	
(2,166)	
1,186	
(37,598)	
40,778	
40,778	

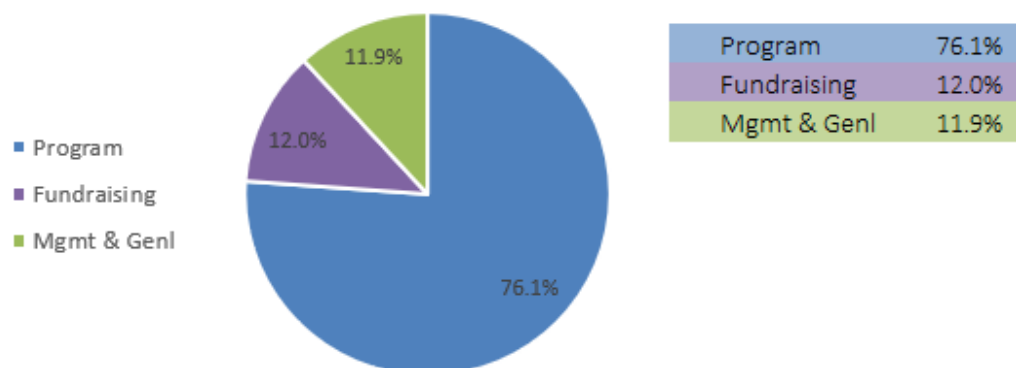
### YOY Revenue



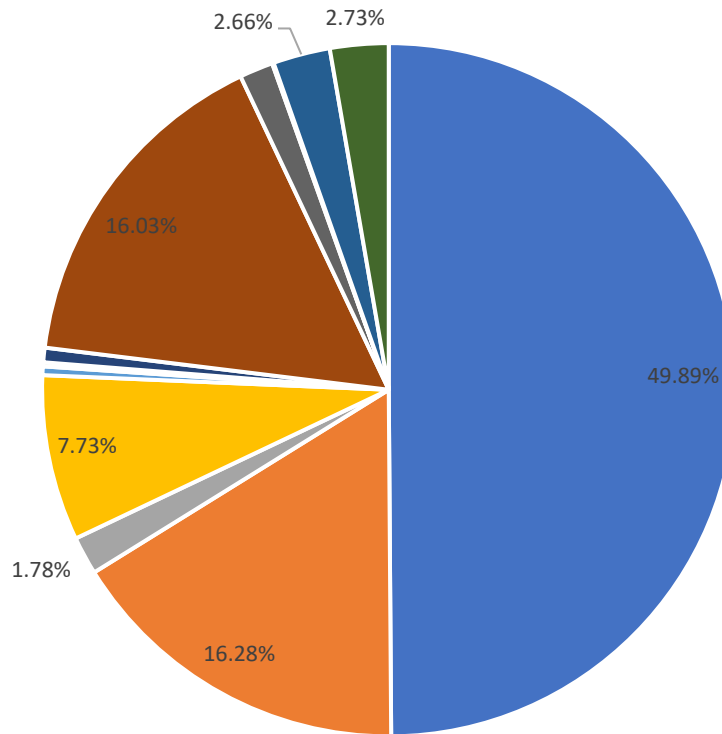
### Revenue



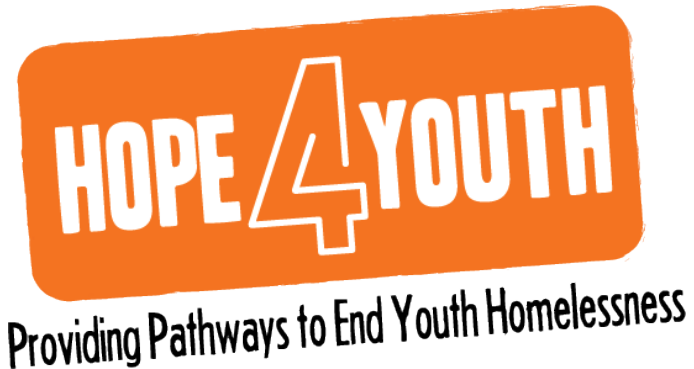
### Expenses By Category



## Expenses



- PAYROLL, TAXES, & BENEFITS
- BULDING & FACILITIES EXPENSE
- STAFF, BOARD, & VOLUTEER EXP
- TRAVEL & TRANSPORTATION
- CONTRACTED SRV & PROF FEES
- SUPPLIES & MINOR EQUIPMT
- LICENSES-MEMBRSHPS-DUES-FEES
- INSURANCE.
- POSTAGE, MAILING, & DELIVERY
- PRINTING & PROMOTION EXPENSE
- DEPRECIATION EXPENSE.



## Program Snapshot November 2021

### HOPE 4 Youth Drop-In Center Youth Statistics

**226**

Drop-In Center  
Visits

**103**

Unique  
Youth  
YTD = 292  
*Under 18 Nov = 2*

**17**

New Intakes  
YTD = 173

### DIC Community Referrals

Housing Referral	8
Employment	3
Mental Health Referral	4
Social Service Provider	9
Other	9

### Case Management Services – All Programs

101 Youth Received 144 Hours  
of Case Management Services

DIC: 83 (81%) of youth received CM

### HOPE Homes

New Intake = 1  
Screening = 1  
Active Youth/Host = 5  
Total Youth Served = 7

### HOPE Place Youth Statistics - 13 youth served

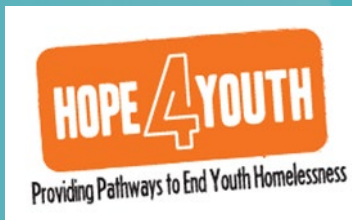
0 units open, 1 exited per own choice, 1 new resident entered  
6 residents continue to work on a career path (in nursing, auto mechanics, manufacturing, restaurant industry, education)  
10 residents are working  
2 working and taking post high school education classes  
2 are contemplating post secondary in spring (1 in engineering, 1 in IT)  
1 scheduled his GED test  
1 is focusing on mental health

Career Force Sessions at HP = 13 individual sessions with 6 residents

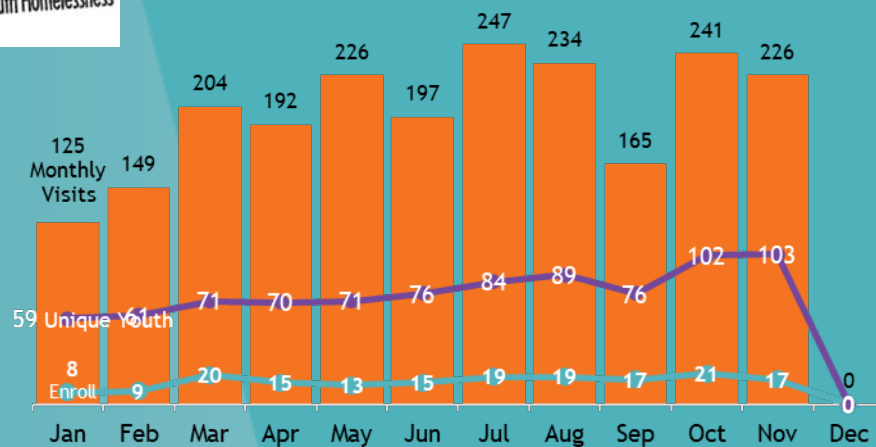
### Drop-In Center On-Site Resources

**2**  
Crisis Calls





# November 2021 DIC Data



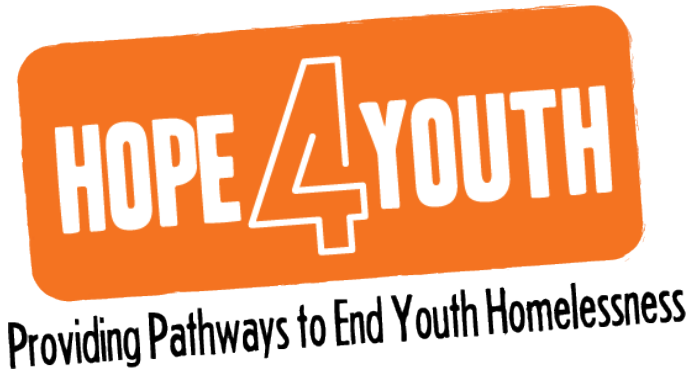
DIC Case Management Services		
Row Label	# of CM Services	# of Youth
2021 - 01	32	18
2021 - 02	82	25
2021 - 03	109	26
2021 - 04	113	33
2021 - 05	117	35
2021 - 06	153	54
2021 - 07	108	46
2021 - 08	116	51
2021 - 09	146	61
2021 - 10	178	67
2021 - 11	228	83
<b>YTD 2021</b>	<b>1382</b>	<b>169</b>

Drop In Center - Under 18	
Row Labels	Unique Youth
2021 - 01	2
2021 - 02	3
2021 - 03	2
2021 - 04	2
2021 - 05	6
2021 - 06	5
2021 - 07	4
2021 - 08	3
2021 - 09	2
2021 - 10	2
2021 - 11	2
<b>YTD 2021</b>	<b>20</b>

Drop In Center - Children Present	
Row Labels	Unique Youth
2021 - 01	7
2021 - 02	6
2021 - 03	5
2021 - 04	6
2021 - 05	10
2021 - 06	12
2021 - 07	14
2021 - 08	15
2021 - 09	7
2021 - 10	15
2021 - 11	17
<b>YTD 2021</b>	<b>58</b>

How Referred - Previous Month	
Row Labels	Unique Youth
Internet - Other	1
Church	1
Agency Website	1
Another Client	1
Government	1
Internet	4
Other	5
Unknown	6
School/Community Org	12
Other Agency	19
Friend/Family	52
<b>Grand Total</b>	<b>103</b>





## Program Snapshot December 2021

### HOPE 4 Youth Drop-In Center Youth Statistics

**265**

Drop-In Center  
Visits

**122**

Unique  
Youth  
YTD = 314  
*Under 18 Dec = 2*

**16**

New Intakes  
YTD = 194

### DIC Community Referrals

Housing Referral	5
Employment	1
Mental Health Referral	1
Social Service Provider	12
Other	1

### Case Management Services – All Programs

111 Youth Received 162 Hours  
of Case Management Services

DIC: 85 (70%) of youth received CM

### HOPE Homes

New Intake = 0  
Screening = 0  
Active Youth/Host = 13  
Total Youth Served = 13

### HOPE Place Youth Statistics - 13 youth served

2 units open, 1 complete program and reunited with family, 1 exited unsuccessfully  
1 new resident entered  
6 residents continue to work on a career path (production, auto mechanics, retail, restaurant industry, education)  
7 residents are working  
3 working and taking post high school education classes  
1 is working on getting their drivers license, 1 has purchased a “new to them” car  
1 is focusing on mental health

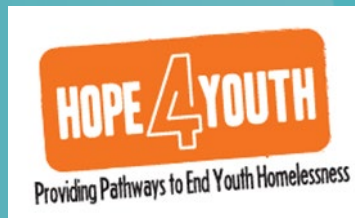
Career Force Sessions at HP = 9 individual sessions with 4 residents

### Drop-In Center On-Site Resources

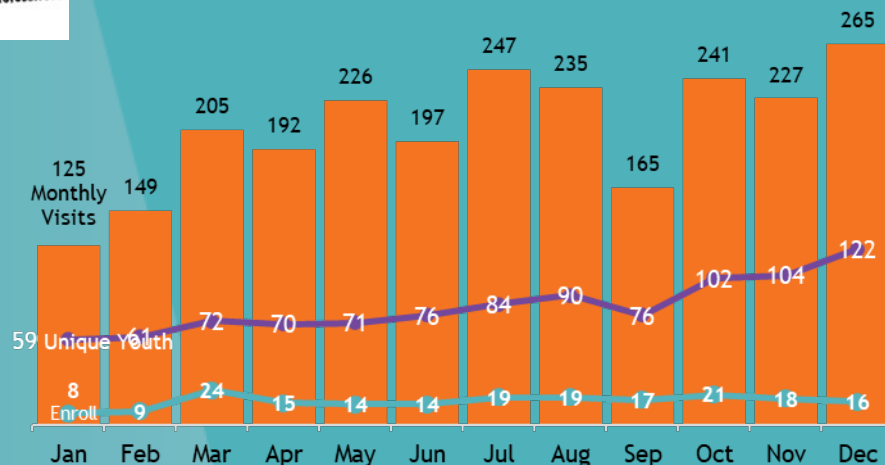
**8**

Crisis Calls





# December 2021 DIC Data



DIC Case Management Services

Row Labels	# of CM Services	# of Youth
2021 - 01	32	18
2021 - 02	82	25
2021 - 03	109	26
2021 - 04	113	33
2021 - 05	117	35
2021 - 06	153	54
2021 - 07	108	46
2021 - 08	116	51
2021 - 09	146	61
2021 - 10	178	67
2021 - 11	228	83
2021 - 12	195	75
<b>Grand Total</b>	<b>1576</b>	<b>185</b>

Drop In Center - Under 18

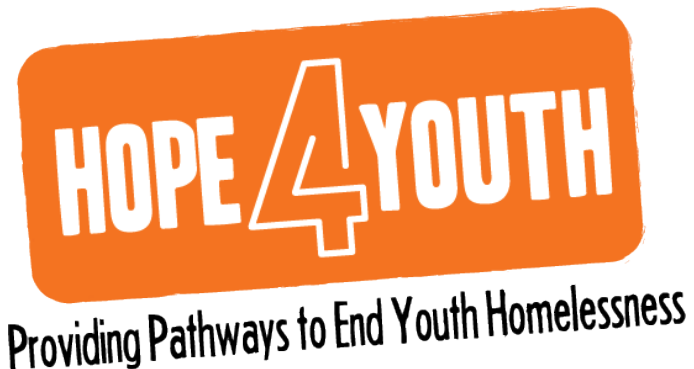
Row Labels	Unique Youth
2021 - 01	2
2021 - 02	3
2021 - 03	2
2021 - 04	2
2021 - 05	6
2021 - 06	5
2021 - 07	4
2021 - 08	3
2021 - 09	2
2021 - 10	2
2021 - 11	2
<b>YTD 2021</b>	<b>20</b>

Drop In Center - Children Present

Row Labels	Unique Youth
2021 - 01	7
2021 - 02	6
2021 - 03	5
2021 - 04	6
2021 - 05	9
2021 - 06	12
2021 - 07	14
2021 - 08	15
2021 - 09	7
2021 - 10	15
2021 - 11	17
2021 - 12	19
<b>Grand Total</b>	<b>62</b>

How Referred - Previous Month

Row Labels	Unique Youth
Internet - Other	1
Church	1
Agency Website	1
Government	1
Another Client	2
Other	4
Internet	5
Unknown	6
School/Community Org	15
Other Agency	18
Friend/Family	68
<b>Grand Total</b>	<b>122</b>



## Program Snapshot Year End 2021

### HOPE 4 Youth Drop-In Center Youth Statistics

**2474**

Drop-In Center  
Visits

**314**

Unique  
Youth

**194**

New Intakes  
YTD = 194

*Under 18 = 20 (6%)*

*Children Present = 62 (20%)*

### DIC Community Referrals

Emergency Shelter	24
Employment	9
Housing	51
Mental Health Referral	21
Social Service Provider	135
Other	39

### Case Management Services – All Programs

222 Youth Received 1406 Hours  
of Case Management Services

DIC: 185 (59%) of youth received CM

### HOPE Homes 2021

New Intake = 10  
Screening Only = 8  
Active Youth/Host = 15  
Total Youth Served = 23

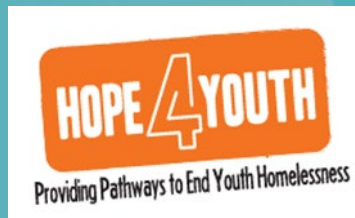
### HOPE Place Youth Statistics 2021 - 22 youth served

22 residents served; 12 completed program (9 transitioned to stable living)  
10 new residents entered in 2021  
9 total residents continued to work on a career path (production, auto mechanics, retail, restaurant industry, education)  
15 residents worked on a consistent basis  
5 were both working and taking post high school education classes  
2 focused on mental health

Career Force Sessions at HP = 107 individual and 8 group sessions with 13 residents

### 2021 Drop-In Center On-Site Resources

Food Pantry =	1422
Clothing Closet =	840
Meals Eaten =	1450
Crisis Calls =	90
On-Site Provider Services =	162



# 2021 DIC Year End Data

GENDER		
Female	177	56%
Male	131	42%
Non-Binary	6	2%

BIPOC & LGBTQ Youth Served by Year		
Year	BIPOC	LGBTQ
2019	45%	14%
2020	50%	8%
2021	58%	19%

YEARS at H4Y - 2 years or less	
Year	Percentage
2019	76%
2020	76%
2021	73%

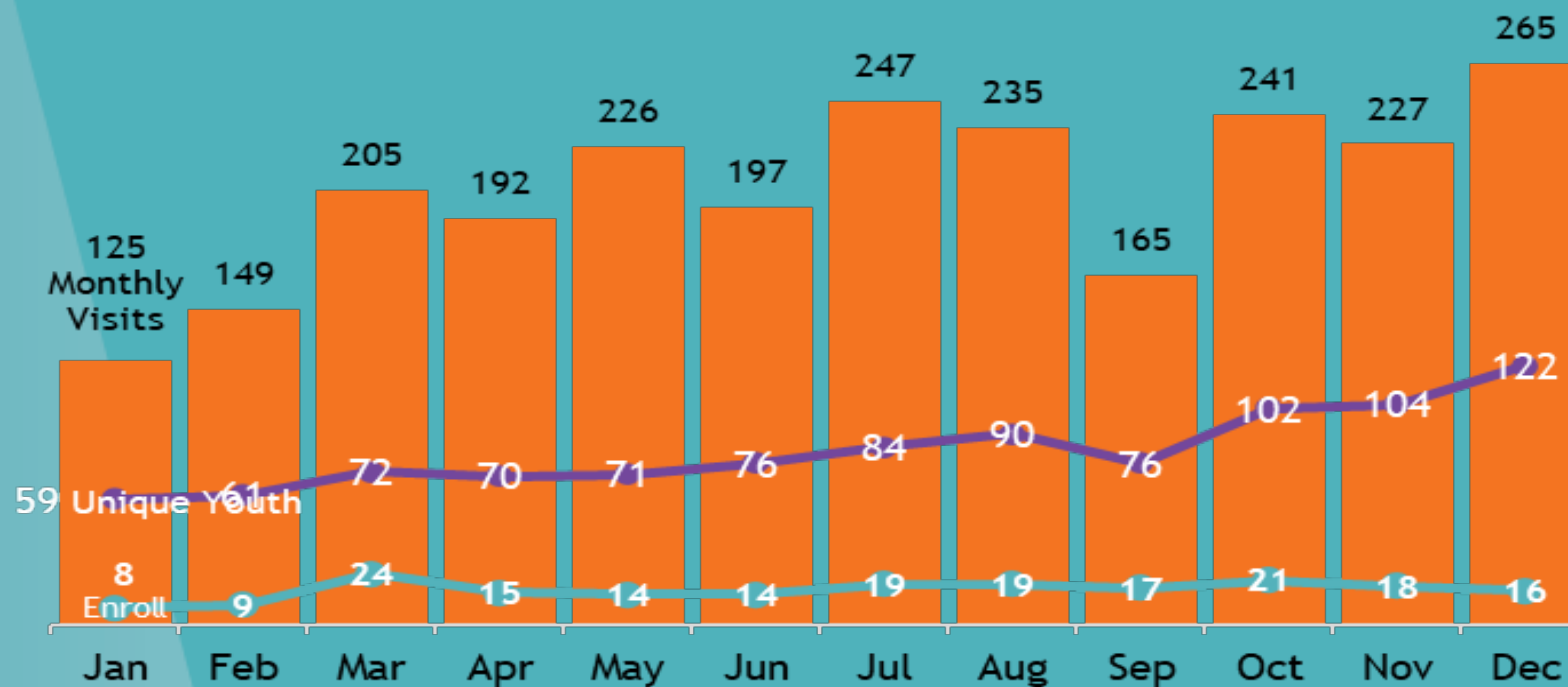
YEARS at H4Y		
Num Years	Count	Percentage
<1	91	31%
1	105	36%
2	17	6%
3	25	9%
4	18	6%
5	17	6%
6	7	2%
7	9	3%
8	1	0%

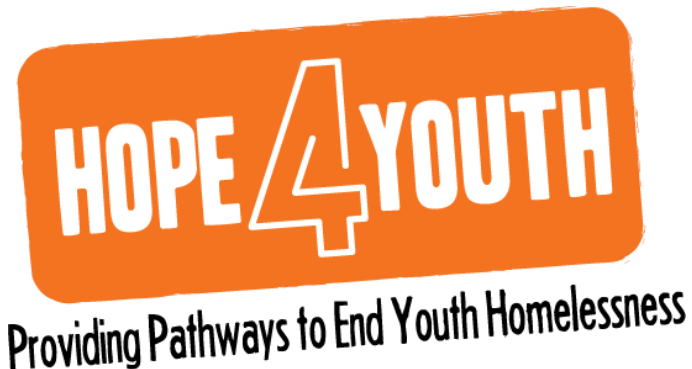
RACE		
African	12	4%
American Indian, Alaska Native, or Indigen	12	4%
Asian or Asian American	4	1%
Black, African American, or African	97	31%
Data not collected	1	0%
Hispanic / Chicano / Latino	10	3%
Multi-Racial	15	5%
Multiracial	22	7%
Native Hawaiian or Pacific Islander	2	1%
Other	7	2%
White	132	42%

CLIENT STATED WHERE SLEPT AT VISIT	
Temporarily Staying with Family/Friends	97
Staying Outside	26
Stepping Stone	8
Other Shelter	29

HOW LEARNED ABOUT AGENCY		
Church	1	0%
Friend/Family	178	57%
From Another Client	5	2%
Government Referral	1	0%
Internet	13	4%
Internet - Other	2	1%
Internet - Own Agency Website	3	1%
Other	16	5%
Other Agency	55	18%
Outreach	1	0%
School/Community Organization	30	10%
Unknown	9	3%

# 2021 DIC Year End Data





## Advancement Scorecard November 2021

\*Stats are only reflective of November (Not YTD)

### VOLUNTEER HOURS

# 738

Total Hours

Up 183.5 hours since Oct

307 hours  
43 hours  
6 hours  
84 hours  
289 hours  
9 hours

Drop-In Center  
DIC Meals  
Hope's Closet  
One-time projects/other  
Donation Center  
HOPE Place

### DONORS

# 14

New donors gave  
\$4,182.93

Up 1 donor &  
\$1,600 since Oct

# 0

New recurring  
monthly donors

Down 2 since Oct

### DONATIONS: \$92,738.47

Up \$63,788.61 since Oct

\$19,842.50	Events
\$20,000.00	Grants/Foundations
\$10,932.56	Online Giving
\$14,216.61	Portal Giving
\$27,746.80	Traditional Giving

### ACTIVE VOLUNTEERS

those that have volunteered in the past 6 months

# 117

Active Volunteers  
Down 5 since Oct

# 34

New Volunteers  
Up 3 since Oct

### SOCIAL MEDIA STATISTICS

# 60,064

Impressions

# of times content appears  
in front of a user.  
Up 11,328 since Oct

# 2,794

Engagement

# of times a user commented, reacted,  
shared, or clicked on content.  
Down 773 since Oct

# 13,359

Followers

Up 61 since Oct

### WEBSITE STATISTICS

## 5,028 Page Sessions

A single website visit that can include many pageviews.  
Up 1,878 since Oct

## 748 Returning visitors

Up 289 since Oct

## 0:02:19 Average time on website

Up :34 since Oct

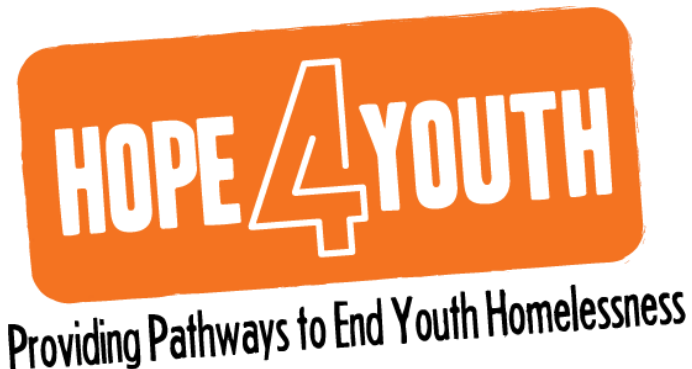
### EMAIL STATISTICS

## 8,247 Accepted Subscribers

Down 9 since Oct

## 26.54% Open Rate

Up 3.68% since Oct



## Advancement Scorecard December 2021

\*Stats are only reflective of December (Not YTD)

### VOLUNTEER HOURS

**634**

Total Hours

Down 104 hours since Nov

278 hours  
21 hours  
12 hours  
76 hours  
241 hours  
6 hours

Drop-In Center  
DIC Meals  
Hope's Closet  
One-time projects/other  
Donation Center  
HOPE Place

### DONORS

**112**

New donors gave  
\$51,963.14

Up 98 and \$47,780.21  
since Nov

**0**

New recurring  
monthly donors

Same as Nov

### DONATIONS: \$329,516.37

Up \$236,777.90 since Nov

\$954.88

Events

\$2,000.00

Grants/Foundations

\$55,145.78

Online Giving

\$52,732.83

Portal Giving

\$218,682.88

Traditional Giving

### ACTIVE VOLUNTEERS

those that have volunteered in the past 6 months

**104**

Active Volunteers

Down 13 since Nov

**16**

New Volunteers

Down 18 since Nov

### SOCIAL MEDIA STATISTICS

**94,850**

Impressions

# of times content appears  
in front of a user.  
Up 34,786 since Nov

**6,676**

Engagement

# of times a user commented, reacted,  
shared, or clicked on content.  
Up 3,882 since Nov

**13,394**

Followers

Up 35 since Nov

### WEBSITE STATISTICS

**3,979** Page Sessions

A single website visit that can include many pageviews.  
Down 1,049 since Nov

**635** Returning visitors

Down 113 since Nov

**0:01:51** Average time on website

Down :28 since Nov

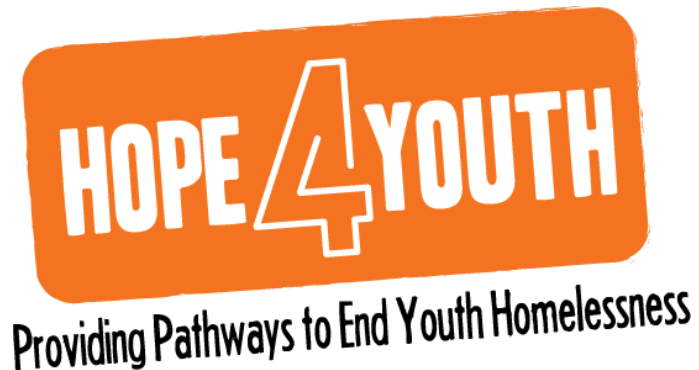
### EMAIL STATISTICS

**8,197** Accepted Subscribers

Down 50 since Nov

**38.51%** Open Rate

Up 11.97% since Nov



# Advancement Scorecard 2021

## VOLUNTEER HOURS

6,267

Total Hours  
Up 1,983 from 2020

2,252 hours Drop-In Center  
691 hours DIC Meals  
279 hours Hope's Closet  
648 hours One-time projects/other  
2,215 hours Donation Center  
182 hours HOPE Place

## DONORS

613

New donors gave  
\$156,853.68

20

New recurring  
monthly donors

## DONATIONS: \$1,019,879.97

Down \$263,601.68 from 2020 (less COVID funding)

\$187,589.46 Events  
\$200,700.00 Grants/Foundations  
\$111,950.42 Online Giving  
\$153,572.88 Portal Giving  
\$366,067.21 Traditional Giving

## ACTIVE VOLUNTEERS

those that have volunteered in the past 6 months

100

Average # of Active  
Volunteers  
throughout 2021

227

New Volunteers  
Up 101 from 2020

## SOCIAL MEDIA STATISTICS

721,409

Impressions  
# of times content appears  
in front of a user.

42,894

Engagement  
# of times a user commented, reacted,  
shared, or clicked on content.

13,394

Followers  
Up 3,111 from  
2020

## WEBSITE STATISTICS

539,580 Page Sessions

A single website visit that can include many pageviews.

6,423 Returning visitors

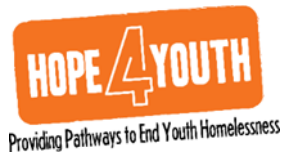
0:01:52 Average time on website

## EMAIL STATISTICS

8,197 Accepted Subscribers  
at end of 2021

24.22% Open Rate Average





## HOPE 4 Youth Board of Directors 2022

### **Stephen Nash, Term expires 9/2024**

#### **Board Chair**

Special Assistant Anoka County Attorney, Anoka  
County Attorney's Office  
2100 Third Ave, Anoka, MN 55303  
Cell: 612-840-4279  
Email: [snash12@gmail.com](mailto:snash12@gmail.com)

### **Anna VonRueden, Term expires 9/2024**

#### **Board Vice Chair**

Program Director  
FamilyWise Services  
3036 University Ave SE, Minneapolis, MN 55414  
Business: 612-877-7831  
Email: [avonruden@familywiseservices.org](mailto:avonruden@familywiseservices.org)

### **Don Phillips, Term expires 10/2023**

#### **Treasurer**

Chief Investment Officer  
Greater Midwest Financial Group  
326 Oakwood Terrace, Vad Hgths Mn 55127  
Business: 651-490-9790  
Cell: 612-819-9663  
Email: [donphillips102@yahoo.com](mailto:donphillips102@yahoo.com)

### **Stephen Spears, Term expires 12/2023**

#### **Past Board Chair**

SVP Twin Cities Community Banking  
Bremer Bank  
8800 Hwy 7, St Louis Park, MN 55426  
Business: 952-932-6597  
Cell: 612-280-1913  
Email: [slspears@bremer.com](mailto:slspears@bremer.com)

### **Sue Woodard, Term expires 9/2022**

#### **Past Chair**

Mortgage & FinTech Consultant  
1920 Drew Ave S, Minneapolis, MN 55416  
Cell: 612-669-6771  
Email: [sue@suewoodard.com](mailto:sue@suewoodard.com)

### **Paul Lenzmeier, Term expires 10/2023**

Commander of Patrol Division  
Anoka County Sheriff's Office  
13301 Hanson Blvd NW, Andover MN 55304  
Business: 763-324-5161  
Cell: 763-442-5967  
Email: [Paul.Lenzmeier@co.anoka.mn.us](mailto:Paul.Lenzmeier@co.anoka.mn.us)

### **Jonathan (JJ) Slag, Term expires 11/2024**

VP of Development  
MN Adult & Teen Challenge  
740 E 24<sup>th</sup> Street, Mpls MN 55404  
Business: 612-238-6123  
Cell: 763-300-5887  
Email: [jjslag@gmail.com](mailto:jjslag@gmail.com)

### **Pat Chen, Term expires 1/2025**

HR Director  
Lexington Manufacturing  
1330 115<sup>th</sup> Ave NW, Coon Rapids, MN  
Business: 763-772-9743  
Cell: 612-801-9414  
Email: [patc@lexingtonmfg.com](mailto:patc@lexingtonmfg.com)

### **Brad Konik, Term expires 1/2025**

CEO  
Konik Network  
945 Broadway St NE, Ste 240, Mpls MN 55413  
Business: 612-965-8923  
Cell:  
Email: [brad@koniknetwork.com](mailto:brad@koniknetwork.com)

### **Julie Cole, Term Expires 1/2025**

Director, Market Dvlpmnt & Strategy for  
Ambulatory Surgery Centers  
Medtronic, Inc.  
8128 Oakview Lane N, Maple Grove, MN  
55369  
Cell: 612-709-7512  
Email: [julie.f.cole@medtronic.com](mailto:julie.f.cole@medtronic.com)