



**BOARD OF DIRECTORS MEETING**

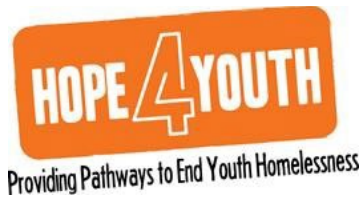
Monday, August 1, 2022

5:00 – 7:00pm

Meeting Location: Anoka County Sherriff’s Community Room  
(If needed, virtual/call in within body of invitation)

**AGENDA**

	TIME
I. Call to Order (Steve Nash) <ul style="list-style-type: none"><li>• Welcome</li></ul>	5:00pm
II. Mission Moment (Anna VonRueden   Kayla Flannagan)	5:15pm
III. Chairman’s Report (Steve Nash) <ul style="list-style-type: none"><li>• Approval of Minutes</li><li>• Approval of Agenda<ul style="list-style-type: none"><li>• Questions, discussion, removal</li></ul></li><li>• Update on Executive Committee<ul style="list-style-type: none"><li>• Vision of Board Retreat</li></ul></li></ul>	5:20pm
<b>Strategic Discussions: Presentations and Feedback</b>	
IV. Mid-year operational report: Financial Solvency (LaChelle) <ul style="list-style-type: none"><li>• Banking partnerships</li><li>• Payoff HOPE Place Loan</li><li>• Transfer operational reserves</li></ul>	5:30pm
V. Strategic Steering Committee (Paul Lenzmeier   LaChelle) <ul style="list-style-type: none"><li>• Current plan and vision for 2024-2026 Strategic Vision</li><li>• Exploration of AO building sale</li></ul>	5:45pm
<b>Operational Updates</b>	
VI. Advancement/Development Committee (JJ Slag   Julie)	6:00pm
VII. Human Resources (LaChelle) <ul style="list-style-type: none"><li>• Staff survey</li></ul>	6:15pm
VIII. Program Committee (Anna VonRueden)	6:30pm
IX. Finance Committee (Don Phillips   Tanya/LaChelle)	6:40pm
X. Open Business	6:50pm
XI. Adjourn	7:00pm



# HOPE 4 Youth Board of Directors

## Meeting Minutes

Date: May 23, 2022

Time/Location: 5:00 PM – 7:00 PM; Sheriff's Office and Zoom

Board Members Present: Paul Lenzmeier, Steve Nash, Pat Chen, JJ Slag, Julie Cole, Linda Barnum, Steven Spears, Brad Konik, Sue Woodard

Board Members Absent: Anna VonRueden, Don Phillips,

Staff and Guests Present: LaChelle Williams, Julie Orlando, Mark McNamer, Tanya Bacigalupo, Danielle Snider

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### Minutes:

#### Call to Order

- The meeting was called to order at 5:06 PM by Steve Nash.

#### Mission Moment (JJ Slag – AN4H)

- AN4H was amazing. The numbers speak for themselves. There was an 88% revenue increase over 2021. In every single category, we exceeded. Julie shared that next year is our 10<sup>th</sup> anniversary and it is a great opportunity to expand and reimagine our event. When looking at local event centers, Bunker Hills (our host for the 4K) seemed like a great place to have our AN4H event next year. We are booked for April 22, 2023, and we are hoping to potentially double our attendees at next year's event. We did great work getting in front of people. Now it's all about cultivation. Last year was a really good event. This year was that much better. The auctioneer was great. There are opportunities next year to get more awareness for our live auction items. The numbered tables were a good choice. There was a concern raised about losing those local food connections. There will be opportunities to cultivate those relationships in other ways. It was suggested that we use a lot of donor-centric language regarding the anniversary next year. There are some cool opportunities for us to tell 10 years of stories.

#### Approval of Agenda and Minutes

- Motion made by JJ Slag, seconded by Pat Chen, and passed unanimously to approve the agenda and March 28, 2022 minutes.

#### Board Executive Committee Update (Steve Nash)

- Presentation of Audit and 990
  - Every year we have a third-party audit. This year was very clean and the 990 has been filed. The audit for 2020 was difficult, however, after meeting with the audit firm, they agreed to come back this year at a higher fee. The Finance Committee, LaChelle, and Brooke put in a ton of work on this. Based on their experience with us this year, the auditors ended up lowering their bill. They are going to coach our staff on process improvements. This coming year's audit will be much easier based on the work that the team put in this year.
- Secretary Opportunity
  - There is an opening for a Secretary position. They need to attend Executive Committee meetings monthly and review documentation from staff. If you are interested in this position, please reach out to Steve Nash.
- Rules of Engagement Discussion
  - How can we make sure everyone's voice is heard? How can we ensure everyone's time is respected? A good and healthy discussion leads to good decisions. Two options were proposed regarding this. The first was using a timer. A time limit would be set and if someone was

speaking, they would be cut off when the timer ends. The second was using the chairperson. They would cut people off based on agenda and timing. The second option gives more flexibility, as sometimes discussions come up unexpectedly.

- It was suggested to have a visual of the time and to keep the visibility on that. In the past, meetings were rated on a scale of 1-10.
- A board member's business meetings improved significantly when they implemented hard start/stop times. It is important to have time restraints. They use ratings for their meetings as well. If the meeting starts/ends late or you don't get through all the assigned topics, the rating is lowered.

#### **Welcome Linda Barnum**

- Linda has volunteered at HOPE Place for four years. She is excited to be here and we are excited about her background and perspective.

#### **Executive Director Update (LaChelle Williams)**

- Facility Update
  - LaChelle shared that the bill has not yet been approved. Our proposal was not redlined as of yesterday afternoon.
- Staffing/HR Update
  - We are using our new system with MACC. We have found one HOPE Place staff so far. We are actively interviewing other candidates for the second HOPE Place staff opening, as well as the Drop-in Center Youth Coordinator role.
- Frontline Workers Pay
  - Frontline staff at HOPE 4 Youth will be eligible for the MN Frontline Worker's Pay. We are working with MACC on the application process once it launches.
- Retirement Plan
  - We have signed the documents for us to move forward with the retirement plan. There will be no match opportunity in 2022, but we plan to incorporate a match into the FY23 budget.
- Safety and Security
  - Safety and Security must be front and center. We have cameras being installed at the Drop-in Center on June 10<sup>th</sup>. We have an upcoming Workplace Safety and De-escalation training with the Coon Rapids PD that same day. Leadership is ensuring that policies and procedures are accessible to the team. This is a critical element in our Risk Management Plan vision.
- Holiday Pay
  - LaChelle opened a discussion regarding holidays. A lot of companies are adding floating holidays. It was asked what happens to the Drop-in Center when there is an agency holiday. Mark shared that we communicate closures in advance and the youth adapt. Regarding Juneteenth becoming a federal holiday, it was shared that erring on the side of being generous is often best. LaChelle shared that internally our staff is in favor of floating holidays vs. additional scheduled holidays. It was suggested that we reevaluate the entire benefits package (STD, LTD, Retirement, etc.) before adding additional holidays. We will continue to work with MACC on the handbook. Several board members volunteered to review our benefits package and give feedback. Please reach out to LaChelle if you are interested in being a part of this review.
- Operational Plan
  - Goal One - Deepen our impact through high quality, high-impact programs, and services
    - In Q1 & Q2 our focus has been to strengthen our current program and services processes and implement process improvement. In Q3 & Q4 we plan to have a deeper focus on our services and demonstrated outcomes. The need for us to focus on this pertaining to the social and emotional well-being of the young people we serve is imperative to the end of their homelessness experience.
    - Part of our process improvement is working with MACC's Client Track system and seeking needed ways to tell our story.
    - We are in the final stages of the required kitchen remodel at the Drop-in Center we have been able to meet the requirements of Public Health with improved sanitization and food prep with a grant from Open Your Heart.
  - • Goal Two - Create a diverse, equitable, and inclusive organization

- Part of the work with our Client Track system is the need to enhance our diversification of collected data. We are working with a new Data Analyst volunteer in re-imaging our intake process.
- We will continue to engage in DEI training and supportive cultural needs.
- o Goal Three - Strengthen business practices to support high performance
  - This is a robust area of improvement for H4Y.
  - We are working with MACC on staff roles and expectations. We will also be launching a survey this quarter to capture staff perspectives
  - We are internally auditing and updating our processes within financial management, hiring practices, and internal controls. Tanya is doing a deep dive into our existing policies and procedures.
  - Finally, no organization will be successful without a plan. We are implementing a Fundraising Plan and a Volunteer Plan. Both bodies of work will help the team be laser-focused on who we are, what we are doing, and how we will get the imperative work done.

#### **Strategic Steering Committee Update (LaChelle/Paul Lenzmeier)**

- Risk Management Vision and Plan
  - o The team met a few weeks ago. They identified several risk categories and discussed how to address and mitigate them. The team also discussed the current Strategic Plan and they plan to review it. It was noted that there are a number of non-profit templates that are available online that we could model ours after.

#### **April Financial Report (LaChelle/Tanya Bacigalupo)**

- o There are nine months of strong reserves and cash on hand. We are currently \$346K (10%) down in cash and cash reserves over last year, this is due to the \$180,000 loan and the manner in which H4Y manages pledges. We will continue to see this reduction as we close out pledges. We are trending as predicted. 33% annual revenue compared to 30% annual revenue this time last year. Expenses are over, due to spread. We do have a YTD \$21.8K improvement to budget. Program Expenses are currently at 78.1%, so we are within the 73-80% Program-focused allocations.
- Financial Partner Update
  - o LaChelle and Tanya have met with our four financial partners. (Village Bank, Financial One, 21<sup>st</sup> Century Bank, Principal Securities) We are creating a roadmap of needed updates and potential changes. We have strong partners with some institutions and the potential to strengthen others. We are in discussion regarding investments and facility loan changes. Tanya and LaChelle are working with the Finance and Executive Committees for a full recommendation to the Board.

#### **Advancement Update (Julie Orlando/JJ Slag)**

- Don has really opened the door for Clays 4 HOPE to occur. One of the partners he has connected us with has blown Julie out of the water with the work he is doing. He wants to invest his time into this event since he is newly retired. Clays 4 HOPE will be on October 13<sup>th</sup> at The MN Horse and Hunt Club in Prior Lake, MN. It will be a full-day event. Don has committed Greater Midwest Financial Group to be a sponsor/partner for this event. There will be a dinner. There will be a 'Dinner only' ticket option as well.
- Other upcoming events are the Hunt 4 HOPE on September 23<sup>rd</sup> and the 4K is on September 30<sup>th</sup>
- Julie challenged the Board to think of one person that should be connected with HOPE 4 Youth. There are 11 potential relationships to cultivate. Julie would love to work with our Board members to open doors. We will follow up on this during the time for Open Business toward the end of this meeting.

#### **Program Update (Mark McNamer/Anna VonRueden)**

- The first Program Committee meeting has now occurred. The conversations surrounded vision, Pohlrad feedback, youth voice, work readiness, and DEI efforts. We are hiring for the HOPE Homes position and the committee discussed the direction of this role. The committee will meet monthly on Fridays.
- Staffing at HOPE Place and Drop-in Center.
  - o We have hired one staff for HOPE Place, and we have another candidate to which we are extending an offer. Mark and the Drop-in Center team are interviewing for the HOPE Homes position.
- Case management hours are down. Mark believes that this is a reflection of the staffing changes.
- Revised documents at HOPE Place.

- Mark and Mica, the HOPE Place Program Manager, have reviewed several policies, leasing documents, handbooks, and processes. These revised documents were sent to Steve today for his review through a legal/compliance lens. There is a cultural shift that is occurring over at HOPE Place with increased expectations and communication. It was requested that more information be shared regarding expectations of the youth living at HOPE Place at an upcoming Board meeting.
- The Housing Stability Fund currently has just under \$7k from the \$80k that we got from Eagle Brook last May. We are planning to do a summer appeal for this fund this year. Mark shared that our staff has become pretty good at managing this money and identifying the best potential fit for a youth.
- Client Track Changes.
  - A new volunteer is working on this. We are also working with MACC regarding this. The database can do a lot and we can implement some additional things to capture the best data points.
- Drop-In check-ins, unique youth, and new intakes are all up compared to 2021. It was shared that additional information regarding youth visits, the number of mentors, and a more in-depth look into what our youth experience is desired at upcoming Board meetings. It was suggested that it would be helpful to tour the DIC and meet there once a year. The experience of seeing what our youth experience firsthand is invaluable and so incredibly impactful.

### Open Business (Steve Nash)

- There was a discussion regarding Julie's request for potential relationships to cultivate. It was noted that events are great to invite people to, but the 4K is more difficult. There would need to be some sort of program, presentation, or giving opportunity included at the 4K. It was suggested that we make sure every 4K participant gets an Impact Report.
- If there was a Board member providing meals, that would be a great opportunity to see the impact at the Drop-in Center. The more the Board gets engaged, the bigger the impact. LaChelle suggested the Board serve a meal and then have a more concentrated meeting afterward. We could schedule this based on the upcoming agenda.

### Adjourn

- **Motion** to adjourn was made by Pat Chen, seconded by JJ Slag, and approved unanimously.

The meeting ended at 6:47 PM.

Respectfully Submitted,

Danielle Snider, Administrative Coordinator

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### Action Items:

- Send Julie the name of one potential connection for HOPE 4 Youth to cultivate a relationship with.

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### Upcoming Events:

- Board Retreat – June 20
- Volunteer & Staff Appreciation Picnic – June 23
- [Heartland Tire Classic Golf Tournament](#) – August 22
- Hunt 4 HOPE – Wild Wings of Oneka – September 23
- The Darkest Night 4K – Bunker Hills Golf Club – September 30
- Clays 4 Youth – MN Horse & Hunt Club – October 13
- Out of the Cold – Anoka County Sheriff's Office – November 7-11
- Donor Appreciation Event – December

<b>Bank Partners Accounts and Balances</b>				
<b>Bank Partners</b>	<b>Type of Account</b>	<b>APY</b>	<b>Balance as of 2/28</b>	<b>Balance as of 6/30</b>
21 <sup>st</sup> Century	Business Preferred Money Market	.35%	\$ 227,800	\$ 228,102
Financial One	Non-Profit Primary Savings	.05%	\$ 73,687	\$ 73,699
	Non-Profit Checking	.00%	\$ 227,318	\$ 228,890
	Money Market	2.29%	\$ 514,351	\$ 518,265
Principal	Mutual Bond Fund	Varies	\$ 38,702	\$ 35,713
Village Bank	Checking	.00%	\$ 125,717	\$ 34,020
	Elite Business MM	.10%	\$ 15,213	\$ 15,218
Total Balances of Deposits (excluding Principal)			\$1,184,086	\$1,133,907

**OBJECTIVES:**

- 1. Pay off HOPE Place Mortgage to honor *Heartland Tire Foundation* donation vision**
  - a. Current balance of HOPE Place Mortgage as of 6/27/2022 is \$269,150.
- 2. Meet \$250,000 Insurability Limit with each Banking Partner**
- 3. Establish a Line of Credit of \$200,000 with Banking Partner**

**Recommendation to bring forward to Executive Committee and Board of Directors:**

- 1. HOPE Place Mortgage**
  - a. Pay off mortgage with board approval with funds from Financial One Money Market after August 1, 2022.
- 2. Banking Partners \$250,000 Insurability Limit**
  - a. Financial One Credit Union**
    - Make withdraws from the savings, checking, and money market accounts to meet the \$250,000 insurability limit.
  - b. 21<sup>st</sup> Century Bank**
    - Make appropriate deposit in the money market account to meet \$250,000 insurability limit.
  - c. Village Bank**
    - Make appropriate deposits in the checking and money market accounts to meet \$250,000 insurability limit and checking account monthly need.
  - d. New Banking Partners**
    - Explore three potential partners for an interest-bearing account for remaining cash deposit
    - Through the process of our Annual Review of our Banking Partners, it was determined that HOPE 4 Youth will discontinue our banking relationship with Village Bank once the mortgage is paid in full. This will allow time for HOPE 4 Youth to position current ACH deposits/withdrawals with Village Bank to a new Banking Partner. Simultaneously, an evaluation will be completed to ensure deposits held with the new Banking Partner will be limited to the \$250,000 insurability limit and

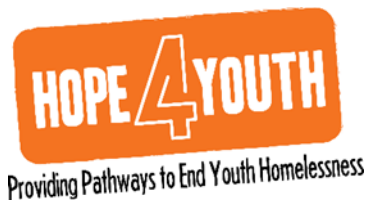
**BANK PARTNERS ROADMAP**

any excess funds will be deposited into an existing Banking Partner or into a second, new Banking Partner.

Summary of Accounts After Actions		
Bank Partners	Type of Account	Balance
21 <sup>st</sup> Century	Business Preferred Money Market	\$250,000
Financial One	Non-Profit Primary Savings	\$ 100
	Non-Profit Checking	\$ 66,000
	Money Market	\$183,900
Village Bank	Checking	\$ 73,000
	Elite Business MM	\$177,000
New Banking Partner(s)	TBD	\$114,757
	<b>Total</b>	<b>\$864,757</b>

**1. Establish a Line of Credit of \$200,000**

- a. Three financials will be shopped, 21<sup>st</sup> Century Bank, Spire CU, and Financial One CU to ensure HOPE 4 Youth receives the best option available, with the lowest fees to establish.
- b. The intent of utilizing this line of credit is only if HOPE 4 Youth has exhausted all cash on hand.
- c. Recommendation to partner with 21<sup>st</sup> Century Bank.



## Revenue Generation Snapshot - June 2022

### Revenue Generation realities to overcome

- ✓ PPP Loan \$180,000
  - 2022 plan was built with strategies to make up for 2021 donation
- ✓ Audit swing of \$213,000
  - We based 2022's budget and revenue plan to an understood \$21,000+ surplus
  - We learned through the 2021 audit process, in excess of \$191,000 were booked in 2020 for Heartland Tire, OEO, and Pohlad, however the use was intended for 2021. This could not be seen from staff's monthly work. It was only through the comparison of 2020's final audit that the booking decision was clear to staff. 2020's final 990 shows a surplus of \$193,109. The 2021 final 990 shows a deficit of \$193,404. Additionally, \$21,430 was written off in 2021 related to unusable inventory for HOPE's Closet.
  - Created a 21% revenue increase
- ✓ Pohlad grant denial of \$125,000
  - HOPE 4 Youth will see some net relief due to unscheduled staff hours and program expense savings. Net impact is roughly \$90,000.

### A total of \$483,000 revenue must be made up during a difficult economic environment.

- ✓ With Individual Giving (26% of budget) trailing by 5%, it is believed Individual Giving will end the year at 88% of goal
- ✓ We believe Civic and Faith organizations (7% of budget) will meet planned goal.
- ✓ We believe Corporations (9% of budget) has potential to meet planned goal.
- ✓ We believe Private Foundations (21% of budget) will come in 58% of planned goal.
- ✓ We believe our Government funding (9% of budget) will come in as planned.
- ✓ We believe HOPE's Closet (.6% of budget) will yield 20% of the intended goal.
- ✓ We are seeing our Investment portfolios (.8% of budget) not performing as budgeted
- ✓ We are seeing in-kind donations (5.8% of budget) down but believe with community outreach we should meet goal.
- ✓ We believe Program Fees (7.5% of budget) will come in at 97% to plan due to higher level of programming and youth expectations.
- ✓ We believe Special Events (13.8% of budget) will come in as budgeted with potential of an additional \$20K attributed to new partnerships

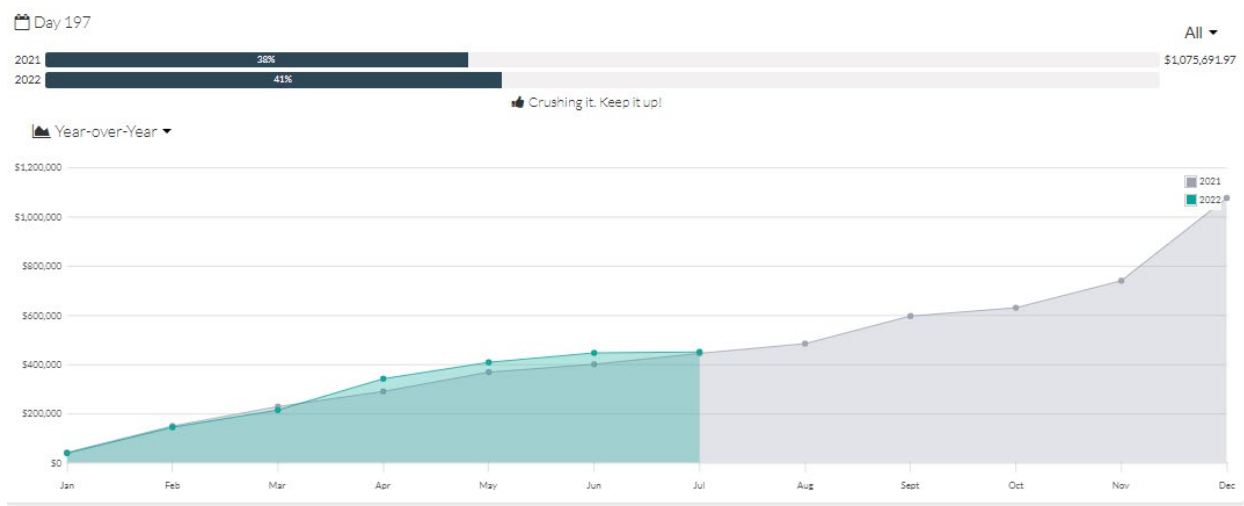
### Staff is working on the following to account for donation shifts:

- ❖ In the application process for ERC
- ❖ Exploring the sale of the HOPE 4 Youth administrative office which would bring in over \$150,000 sale gain to replenish reserves as needed
- ❖ Exploring new opportunities within Private Foundations
- ❖ Established greater clarity in revenue generation relationship management
- ❖ Aligning the team with greater clarity of roles and responsibilities

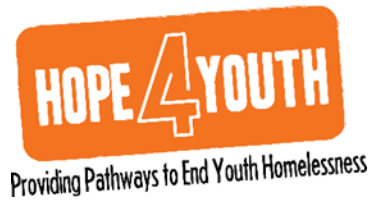


## ❖ Expense management tactics

HOPE 4 Youth's current revenue through donations is still trending ahead of last year's actuals (based on \$213,000 less than understood reports) for Individual Giving, Civic/Faith-based organizations, Corporations, Private Foundations, and Special Events. Government funding and all other operational revenue is not captured in this recap.



The trending improvement is due to *A Night 4 HOPE*.  
 Note – event expenses are not captured in this report.



## Financial Cash and Cash Equivalent Status

June 2022

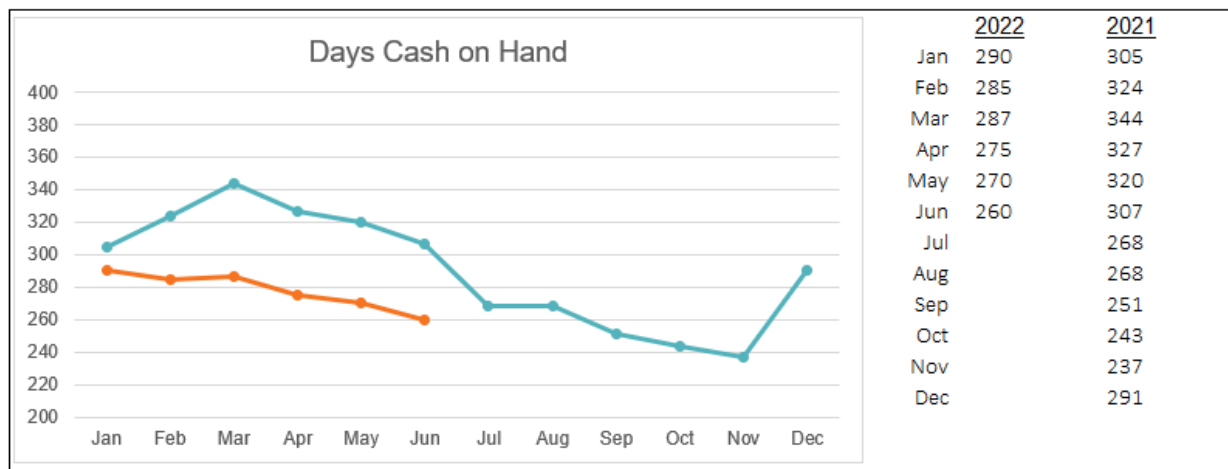
Current Cash and Cash Equivalent: \$1,133,907 260 days | 8.7 months

- Recommendation to pay off HOPE Place mortgage - \$ 269,150 (est)

Updated Cash and Cash Equivalent: \$ 864,757 198 days | 6.6 months

- Recommendation to utilize cash reserves to support operation success - \$200,000

Proposed Cash and Cash Equivalent: \$ 664,757 152 days | 5.06 months



### Board Policy requires 3-6 months of annual operating expenses in the fund.

HOPE 4 Youth meets requirement of annual operating expenses through these recommendations. HOPE 4 Youth is converging with 2021 trend of days of cash on hand. December is the only month we have notable questions regarding cash increase amounts.

Per Board Reserves Policy, staff will provide plan for repayment of request to support operational success.

## 2021-2023 Three-year Strategic Plan

### 2022 Operational Plan



**Mission:** 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:**

**Resourceful** - we collaborate to maximize resources and evolve to meet the changing needs of our participants and community

**Accountable** - We operate with integrity and are accountable to our youth, volunteers, community, donor, 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 judgement-free environment.

**Strategic Goal 1: Deepen our impact through high quality, high-impact programs and services**

**Strategic Goal 2: Create a diverse, equitable, and inclusive organization**

**Strategic Goal 3: Strengthen business practices to support high performance**

HOPE 4 Youth will operate within these three strategic priorities with all program delivery, donor and volunteer engagement, and staff interactions and support. We operate from a strengths-based mindset both internally and externally. We believe in transformational relationships with our partners and our youth. We ensure a trauma-informed, strengths-based, client-centered, harm reduction philosophy is realized with each youth we support. HOPE 4 Youth is committed to working with and in the community to address the root causes of homelessness and to improve the lives of youth and families who have become homeless. We acknowledge and fight for the elimination of the root causes of youth homelessness in our society, including systemic racism, intergenerational poverty, lack of affordable housing, wealth gaps, and income inequality. Our commitment is realized in our program delivery and case work supporting youth's wellness, social-emotional well-being, housing, employment and education. We believe in the potential of each youth we serve and will work to build and empower them and their journey out of homelessness.



## Strategic Goal 1: Deepen our impact through high quality, high-impact programs and services

### 1.1 Defining, maintaining, and strengthening our core programs and services by building on our experience and expertise, proven best practices, and continuous learning.

Tactics	2021	2022	2023	Comment
Kick off Board Program Committee in Q2 to serve as SP roadmap guidance		X		Pending Q2
Create criteria for core programs and services deliverables; identify opportunities of improvement		X		Ongoing
Build in professional development for all program team members		X	X	Complete

### 1.2 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.

Tactics	2021	2022	2023	Comment
Explore gaps in services; create recap with expansion opportunities		X	X	Complete in Q2
Explore and identify Social & Emotional Well-being partner expansion opportunities; add 1		X	X	Exploration
Explore and identify Work and Career Readiness youth programming opportunities: add 1		X	X	Exploration
Meal distribution compliance		X		Complete

### 1.3 Providing individualized pathways to youth for success through comprehensive and diverse programming, and one-on-one case management.

Tactics	2021	2022	2023	Comment
Introduce expansion opportunities in Social & Emotional Well-being and WCR within case work		X	X	In process

### 1.4 Collaborating with community partners to augment our core services and leverage work that fulfills our mission.

Tactics	2021	2022	2023	Comment
Create and execute volunteer meal plan to integrate Public Health compliance requirements	X	X	X	Complete
Elevate volunteer opportunities to include meal coordinators		X		Complete
Integrate mentorship vs general volunteer role differentiation of engagement		X		Q2

**1.5 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.**

Tactics	2021	2022	2023	Comment
Complete phase I assessment of new facility vision	X			Complete
Complete phase I case study and legislature review		X		In progress
Engage in property exploration, site design, and expansion vision		X		May launch
Create Operational Budget for 10K-15K facility		X		Pending
Identify alternative plan if legislative project stalls		X		Pending

**1.6 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.**

Tactics	2021	2022	2023	Comment
Complete Community Impact Report for 2021		X		March
Enlist youth-centered task force to review current youth outreach efforts		X	X	In place
Enlist diverse task force to review current marketing and messaging outreach efforts		X	X	Pending

**1.7 Effectively and consistently measuring outcomes, defining program impact priorities, and continually evaluating program effectiveness to make program improvements and optimize out impact.**

Tactics	2021	2022	2023	Comment
Move from outputs to outcomes in evaluation and messaging		X		Ongoing
Update scorecard to reflect outcome vision		X		Pending



**Strategic Goal 2: Create a diverse, equitable, and inclusive organization**

**2.1 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.**

Tactics	2021	2022	2023	Comment
Work with Youth Advisory Council for program improvement	X	X	X	In progress
Enhance partnership with Anoka County to improve access		X		Complete Q1/ Ongoing

**2.2 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.**

Tactics	2021	2022	2023	Comment
Strengthen client tracking to include a broad recap of youth		X		Review in process
Customize and improve intake and case work methodology	X	X	X	Q2

**2.3 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.**

Tactics	2021	2022	2023	Comment
Engage in exploration to test and improve hiring process: staff		X		With MACC
Engage in exploration to test and improve board and volunteer expansion process		X		In progress
Development of Board DEI Committee by Q3		X		Pending
Participate in a gap analysis		X	X	Pending

**2.4 Evaluating employee benefit offerings to best meet the needs of a diverse staff.**

Tactics	2021	2022	2023	Comment
Work with MACC to identify gaps and opportunities		X	X	In-progress
Implement a staff survey to identify priority offerings to consider		X		Q2

**2.5 Ensuring all staff, board, and volunteers receive DEI training.**

Tactics	2021	2022	2023	Comment
Review current DEI training for staff, board and volunteers		X		Q2
Select and implement viable DEI options through the MACC training repository for staff		X	X	Q2
Identify and incorporate DEI competency training into board and volunteer onboarding		X	X	Q3



### Strategic Goal 3: Deepen our impact through high quality, high-impact programs and services

#### 3.1 Creating a high-performance culture by delivering meaningful, measurable, and financially sustainable results for the youth we serve.

Tactics	2021	2022	2023	Comment
Prioritize in Q1 premier staff structure to manage transparent financial and administrative objectives within the H4Y organization		X		Complete
Review and assess current tracking systems and provide recommendations of improvement		X		
Engage teams in budget spread to ensure staff member understanding and buy-in		X	X	Complete
Engage in process audit and make improvements as needed	X	X	X	In process

#### 3.2 Strengthening engagement, training, and professional development practices to enhance service excellence, increase retention of talented high-performing staff, and promote opportunities for all staff.

Tactics	2021	2022	2023	Comment
Review current training for staff; identify annual priorities and schedule		X	X	MACC Q2
Select and implement viable options through the MACC training repository for staff		X	X	MACC Q2
Build into each team members' annual goals a professional development objective		X	X	Complete
Survey staff on current culture, seek insight to help enhance excellence mindset		X		April

#### 3.3 Developing operational policies and procedures to ensure that resources, including people, materials, and other expenditures, are used and managed effectively and efficiently.

Tactics	2021	2022	2023	Comment
Hire/contract Financial Controller; assess quarterly		X		Hire complete
Contract with MACC; assess quarterly		X		Contract complete
Audit Finance and HR policies and procedures to create improvement roadmap		X		In process
Review 2022; plan for 2023 improvements			X	Pending

#### 3.4 Ensuring financial stability and sustainability by deepening relationships with supporters and partners, ensuring diverse funding streams, safeguarding assets, and sharpening grants management practices.

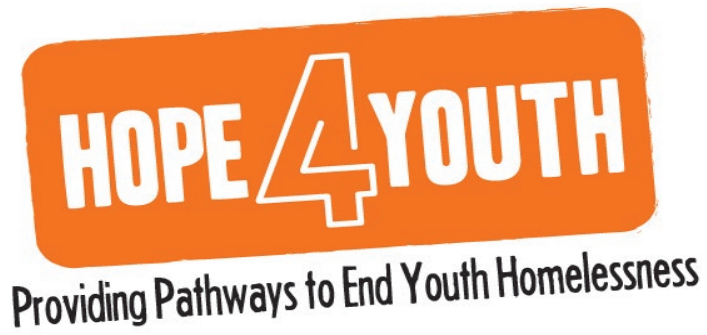
Tactics	2021	2022	2023	Comment
Create comprehensive Advancement Team Plan to raise \$1,485,000	X	X		Plan complete
Audit and review financial partners, gift level, and category; increase average donation by 10%		X		In-progress
Strategically implement three new fundraising streams (stock, Hope's Closest pop ups, vol-to-donor; while increasing donations from organizations, foundations, and corporations by 10%		X		In-progress
Develop, assess, and manage Special Event expense allocation and revenue generation plans; prioritize sponsorship vision		X		In-progress
Develop "Fund" tracking methodology; manage internal and external communication regarding revenue generation and fund use		X		Q2

Engage and retain stakeholders (donors, volunteers, community); Actively engage in "Surprise and Delight" and key stewardship tactics	X	X		Ongoing
Build transparency into all financial tracking using data base options; communicate monthly updates with team leads		X		Complete/Ongoing
<b>3.5 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.</b>				
Tactics	2021	2022	2023	Comment
Develop compelling and mission-driven content to expand messaging reach and impact		X		Ongoing
Create annual calendar for social media vision and themes		X	X	Complete
Use 1.6 findings to improve communication needs		X		Pending
Explore incorporation of quarterly messages from H4Y with donor base		X		In process
<b>3.6 Ensuring staff are fairly compensated, well-trained, high-performing and accountable, and supported by high-functioning systems.</b>				
Tactics	2021	2022	2023	Comment
Work with MACC to review compensation package with staff		X		In process
Work with MACC to update and improve our current goal and accountability process		X		Annual review - done. Qrtly coaching in progress
Institute a coaching mindset with team leaders (MACC's process)		x		Ongoing
Expand greater transparency with "what success looks like" and build into day-to-day operations	X	X		Ongoing
Audit, assess, and update staff handbook		X		Q2
Implement annual staff cultural survey		X	X	April/Oct
<b>3.7 Attracting, recruiting, and retaining a strong base of dedicated and mission-driven volunteers.</b>				
Tactics	2021	2022	2023	Comment
Strive for continual improvement regarding volunteer onboarding and training		X		Focus in Q2
Share monthly message/seed from ED with volunteers		X	X	Ongoing
Deliver quarterly volunteer zoom connections with H4Y		X		Q1 connection
Review current volunteer handbook; recommend improvements		X		Q2
<b>3.8 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.</b>				
Tactics	2021	2022	2023	Comment



SLT and MACC review staff composition and explore opportunities of structural objectives		X		Ongoing
Audit and assess current volunteer roles		X		In-progress
<b>3.9 Leveraging data to drive decision-making, program enhancements, and operational adjustments.</b>				
<b>Tactics</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Comment</b>
Audit and assess current client-trak information; provide recommendations		X		Q2
Audit and assess current financial reports; provide recommendations		X		Q1
Work with Controller to assess compliance gaps and improvement needs		X		Ongoing
<b>3.10 Evaluating the board of director's composition, committee structure, and board governance practices to complete the shift from an operating board to an engaged governing board.</b>				
<b>Tactics</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Comment</b>
Review and update board orientation		X		Complete
Review and update board handbook		X		In process
Re-launch Board Portal		X		Complete
Implement 6/year meeting structure		X		Complete
Prioritize committee structure: host monthly meetings, post and share updates and outcomes		X	X	Ongoing
Board financial support at 100%		X	X	Pending
Board engagement in events and/or programs at 100%		X	X	Pending
Engage in semi-annual 1:1 board visits	X	X	X	Ongoing

2022 Matrix of Progress	
<b>Strategic Goal 1: Deepen our impact through high quality, high-impact programs and services</b>	
	<b>Status</b>
1.1 Creation of core program and services criteria deliverables; how using	Q3 implementation
1.2 Social & Emotional Well-being, and Work and Career Readiness program expansion; how integrating	Q2 implentation with Q3/Q4 expansion
1.3 Number of youth engaged in Social & Emotional Well-being referrals/programs (156 on 2021)	TBD
1.4 Compliance with Dept of Health and H4Y's meal distribution	Complete
1.5 New facility vision, case study, and legislative support	3 House/1 Senate
1.6 Diverse task force results regarding marketing and messaging efforts	Q3 deep dive
1.7 Update Program Scorecard reflecting mission critical outcomes and progress	Youth engagement plan in place, implement Q3
<b>Strategic Goal 2: Create a diverse, equitable, and inclusive organization</b>	
2.1 Youth Advisory Council program improvement recommendations	HP complete; DIC Q3
2.2 Analyzed results from intake process; proposed recommendations	In process - Q3
2.3 Development of DEI Board Committee in Q3; prioritized body of work	Pending
2.4 Outcomes from MACC and leadership gaps and opportunities; next steps	Pending
2.5 Identify and incorporate DEI competency training; staff, board, volunteers	Pending
<b>Strategic Goal 3: Strengthen business practices to support high performance</b>	
3.1 Staff structure and process improvements; share recommendations and roadmap	Implemented in Q1
3.2 Incorporate training prioritization for staff; build into staff accountabilities/professional development	Continuous Coaching
3.3 Audit Finance and HR policies and procedure to create improvement roadmap	Complete
3.4 Successful Advancement plan related to revenue generation; month-to-month progress	In process
3.5 Increase social media followers by 5%, and e-blast subscribers by 10%	Pending
3.6 Work with MACC to test benefits/payroll/culture; completion of updated Employee Handbook	Continual improvement; Handbook Fall 2022
3.7 Create a robust volunteer experience; reoccurring connections with H4Y, updated volunteer book, etc.	Volunteer Plan completed; Q3 focus
3.8 SLT and MACC review volunteer and staff opportunities to effectively meet mission	Staff survey complete
3.9 Assess and provide recommendations for improved program, administration, and financial reporting	Ongoing
3.10 100% board engagement	Yes at 100%
<b>Operational Urgency</b>	
4.1 Risk Assessment and Plan development	In process - On hold



**Fiscal Year 2022**  
**Financial Statements**  
**as of June 30, 2022**

**Balance Sheet**  
as of June 30, 2022

		<b>Comments</b>
<b>Assets</b>		
Cash and Cash Equivalents	579,929.03	
Board Designated Operating Reserve	518,264.87	
Receivables	86,520.75	Heartland Tires, GRH, OEO
Prepaid Expenses	22,114.25	
Inventory	47,999.60	
Investments	35,712.86	Principal Investment
Property and Equipment, net	1,591,470.43	
<b>Total Assets</b>	<b>2,882,011.79</b>	
<b>Liabilities</b>		
Accounts Payable & Other Accrued Liabilities	47,209.68	Payroll liabilities
Mortgage Payable (VB)-Hope Place	269,219.67	
Mortgage Payable (Finl One)-Admin Office	141,366.97	
<b>Total Liabilities</b>	<b>457,796.32</b>	
<b>Net Assets</b>		
Unrestricted-Undesignated	1,971,766.29	
Unrestricted-Board Designated Operating Reserve	518,264.87	
Temporarily Restricted	110,195.00	Heartland, Ratfield, HSF
Current Year Net Surplus(Deficit)	(176,010.69)	
<b>Total Net Assets</b>	<b>2,424,215.47</b>	
<b>Total Liabilities &amp; Net Assets</b>	<b>2,882,011.79</b>	

**Income Statement  
as of June 30, 2022**

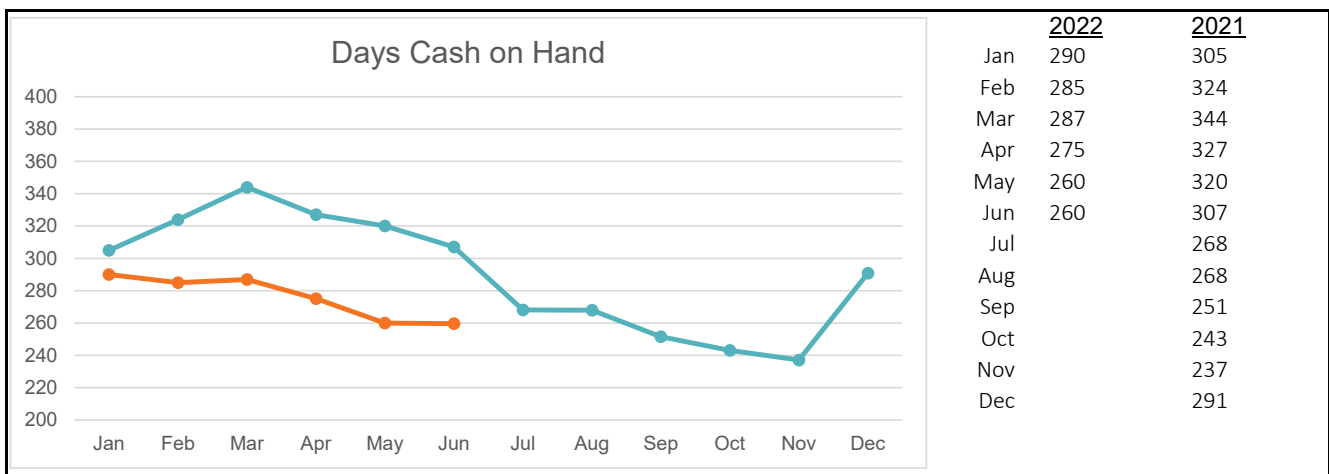
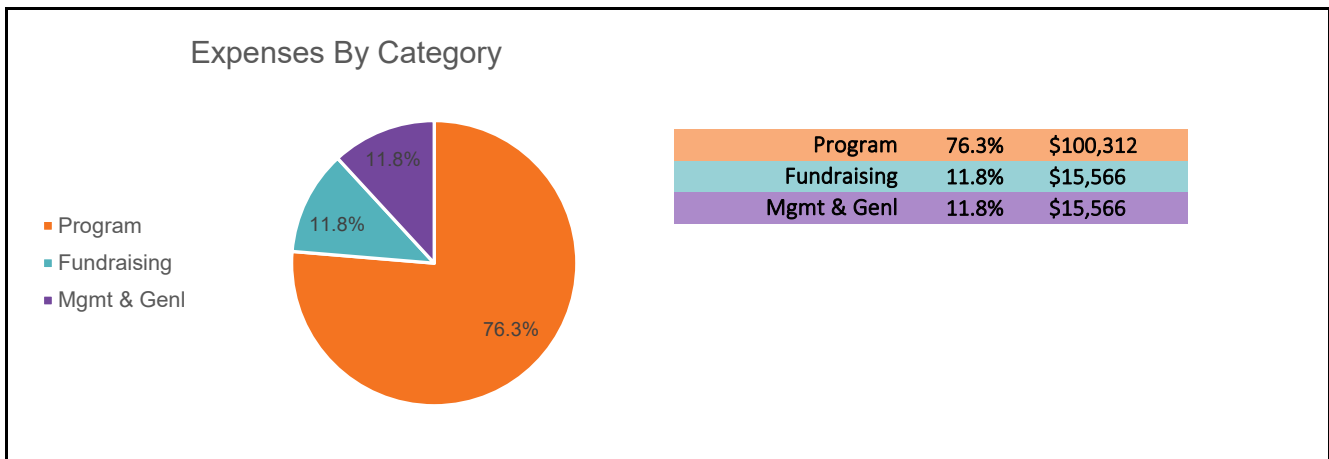
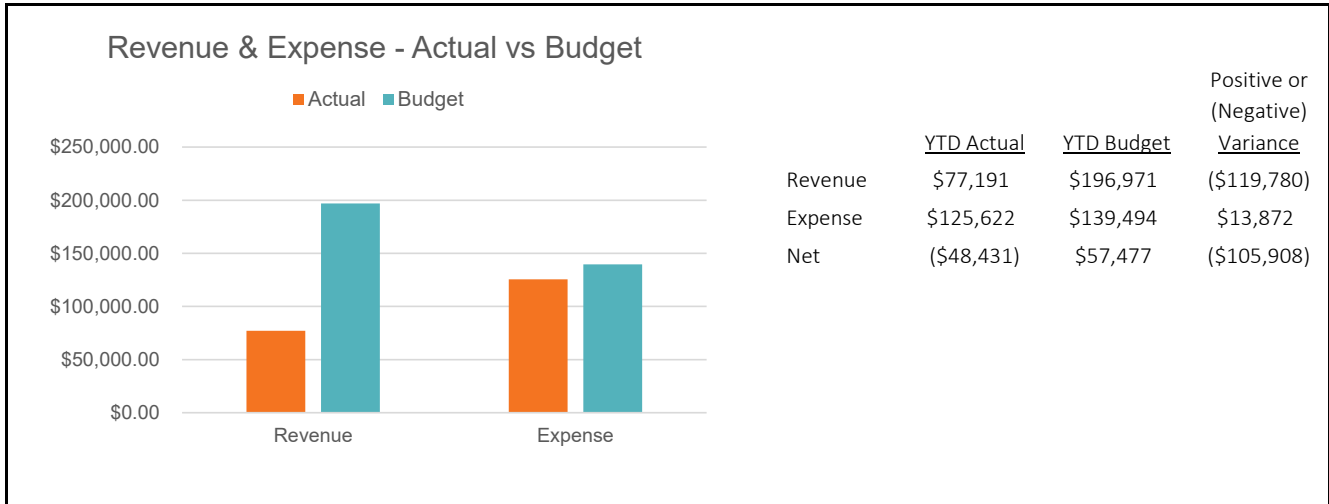
	Actual	Budget	Actual to Budget Variance	Act to Bud Variance Comments
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
DONATIONS, GIFTS, & GRANTS	54,478.74	174,500.00	(120,021.26)	Didn't receive budgeted Pohlad Grant
HOPE'S CLOSET SALES.	1,009.56	0.00	1,009.56	
INVSTMT INC & OTHR GAIN(LOSS)	(235.41)	1,208.34	(1,443.75)	Struggling Market
OTHER SUPPORT	8,603.84	8,333.00	270.84	
PROGRAM SERVICE FEES	12,350.11	10,930.00	1,420.11	
SPECIAL EVENTS	984.21	2,000.00	(1,015.79)	
<b>Total Income</b>	<b>77,191.05</b>	<b>196,971.34</b>	<b>(119,780.29)</b>	
<b>Expense</b>				
BUILDING & FACILITIES EXPENSE	15,692.37	10,838.00	4,854.37	Funds spent from Open Your Heart Grant for Drop-In kitchen
CONTRACTED SRV & PROF FEES	19,064.34	14,549.00	4,515.34	Balance from 2021 Audit paid
DEPRECIATION EXPENSE.	3,772.44	4,161.00	(388.56)	
INSURANCE.	2,753.35	2,999.00	(245.65)	
LICENSES-MEMBRSHPS-DUES-FEES	2,542.98	3,237.00	(694.02)	
PAYROLL, TAXES, & BENEFITS	64,169.79	78,211.00	(14,041.21)	Short staffed   Pohlad expense in budget
POSTAGE, MAILING, & DELIVERY	0.00	1,517.00	(1,517.00)	
PRINTING & PROMOTION EXPENSE	953.57	1,425.00	(471.43)	
PROGRAM EXPENSES	13,596.72	19,323.00	(5,726.28)	Using gift cards to supplement expenses
STAFF, BOARD, & VOLUTEER EXP	2,462.38	1,109.00	1,353.38	Volunteer Appreciation Picnic
SUPPLIES & MINOR EQUIPMT	364.36	1,792.00	(1,427.64)	Watching expenses
TRAVEL & TRANSPORTATION	249.51	333.00	(83.49)	
<b>Total Expense</b>	<b>125,621.81</b>	<b>139,494.00</b>	<b>(13,872.19)</b>	
<b>Net Ordinary Income</b>	<b>(48,430.76)</b>	<b>57,477.34</b>	<b>(105,908.10)</b>	
<b>Net Income</b>	<b>(48,430.76)</b>	<b>57,477.34</b>	<b>(105,908.10)</b>	

**Statement of Revenue and Expense**

**Fiscal Year 2022 - through June, 2022**

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Over(Under) YTD Budget</u>	<u>Forecast</u>	<u>Full Year Budget</u>
<b><u>Revenue</u></b>					
Donations, Gifts, and Grants	379,977.39	523,000.00	(143,022.61)	1,101,977	1,245,000
Store Sales	1,009.56	2,500.00	(1,490.44)	8,510	10,000
Investment & Other Income	2,758.23	7,250.01	(4,491.78)	10,008	14,500
Inkind Contributions	42,915.05	44,999.00	(2,083.95)	97,915	100,000
Program Service Revenue	65,639.65	65,580.00	59.65	131,220	131,160
Special Events, net	103,789.38	102,000.00	1,789.38	241,789	240,000
	<b><u>\$596,089.26</u></b>	<b><u>\$745,329.01</u></b>	<b><u>(\$149,239.75)</u></b>	<b><u>1,591,419</u></b>	<b><u>\$1,740,660</u></b>
<b><u>Expense</u></b>					
Building and Facilities Expense	72,360.51	64,322.00	8,038.51	136,605	129,365
Contracted Svcs & Professional Fees	112,144.26	100,518.00	11,626.26	205,830	196,206
Depreciation Expense	22,634.64	24,966.00	(2,331.36)	47,603	49,936
Insurance	18,851.73	17,990.00	861.73	36,844	35,984
Licenses, Membrshps, Dues, & Fees	19,462.26	19,673.00	(210.74)	40,308	40,819
Payroll, Taxes, and Benefits	425,833.63	421,078.00	4,755.63	934,201	959,446
Postage, Mailing & Delivery	415.71	4,068.00	(3,652.29)	6,349	10,000
Printing and Promotion Expenses	5,414.41	7,250.00	(1,835.59)	14,164	16,000
Program Expenses	88,973.31	116,331.00	(27,357.69)	227,951	255,310
Staff, Board, & Volunteer Expense	4,043.59	7,446.00	(3,402.41)	15,960	19,360
Supplies and Equipment	985.16	10,752.00	(9,766.84)	11,735	21,500
Travel and Transportation	980.75	1,642.00	(661.25)	2,737	3,400
	<b><u>\$772,099.96</u></b>	<b><u>\$796,036.00</u></b>	<b><u>(\$23,936.04)</u></b>	<b><u>1,680,287</u></b>	<b><u>\$1,737,326</u></b>
<b>Net Surplus(Deficit)</b>	<b><u>(\$176,010.70)</u></b>	<b><u>(\$50,706.99)</u></b>	<b><u>(\$125,303.71)</u></b>	<b><u>(88,867)</u></b>	<b><u>\$3,334</u></b>

# HOPE 4 Youth Financial Dashboard YTD through June 30, 2022





Providing Pathways to End Youth Homelessness

# Advancement Scorecard June 2022

## VOLUNTEER HOURS

**654**

**Total Hours**

Up 183 hours from June 2021

211 hours  
26 hours  
106 hours  
156 hours  
143 hours  
12 hours

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

## DONORS

**8**

**New donors gave \$10,390.28**

Down 9 and up \$4,586.07 from June 2021

**-3**

**New recurring monthly donors**

Down 3 from June 2021

## DONATIONS: \$38,341.37

Up \$9,672.51 from June 2021

\$17,334.55	Individuals
\$10,088.93	Civic & Faith Based, Small Business
\$6,350.47	Corporations
\$3,250.00	Foundations
\$1,317.42	Events
\$0	Government

## VOLUNTEERS

**86%**

**Active Volunteers**  
% of volunteers who were active 6 months ago and are still active

**26**

**New Volunteers**  
Up 11 from June 2021

## SOCIAL MEDIA STATISTICS

**77,983**

**Impressions**

# of times content appears in front of a user.  
Down 14,577 from June 2021

**4,195**

**Engagement**

# of times a user commented, reacted, shared, or clicked on content.  
Down 3,813 from June 2021

**13,615**

**Followers**

Up 436 from June 2021

## WEBSITE STATISTICS

**5,918 Page Sessions**

A single website visit that can include many pageviews. Up 1,480 from June 2021

**385 New visitors (new stat)**

**1,960 Returning visitors**

Up 1,385 from June 2021

**0:01:45 Average time on website**

Down :07 from June 2021

## EMAIL STATISTICS

**8,478 Accepted Subscribers**

Up 307 from June 2021

**0% Open Rate**

No data from June





Providing Pathways to End Youth Homelessness

# Program Snapshot June 2022

## HOPE 4 Youth Drop-In Center Youth Statistics

**260**

Drop-In Center Visits  
YTD = 1245

**104**

Unique Youth  
YTD = 248  
Under 18 = 1

**19**

New Intakes  
YTD = 105

### DIC Community Referrals

Employment	0
Emergency Shelter	1
Housing Referral	3
Mental Health Referral	0
Other	2
Social Service Provider	6

### Case Management Services – All Programs

52 Youth Received 62 Hours of Case Management Services

DIC: 47 (46%) - youth received CM  
DIC: 102 (98%) - youth received basic needs supports

### Drop-In Parenting Youth

Youth w/Children present = 25  
YTD Youth w/Children = 49 (20%)  
Baby Products Provided = 48

### HOPE Place Youth Statistics - 13 youth served

- 1 exited
- 5 new residents entered
- 1 current resident entered and graduated from in-patient to out-patient CD treatment
- 0 Open units
- 5 residents continue to work on a career path (retail, restaurant industry, education, nursing/personal care)
- 8 residents are working (4 full time)
- 2 working and attending continuing education
- 1 focusing on mental health and securing a more supportive environment

Career Force Sessions at HP: 7 residents engaged in 11 1:1 contacts

### Drop-In Center On-Site Resources

**5**  
Crisis Calls



# 2021vs2022 DIC Data

