



**BOARD OF DIRECTORS MEETING**

Monday, November 28, 2022

5:00pm – 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 (Paul Lenzmeier)	5:10pm
III. Chairman’s Report (Steve Nash) <ul style="list-style-type: none"><li>• Approval of Minutes<ul style="list-style-type: none"><li>○ Questions, discussion, removal</li></ul></li><li>• Approval of Agenda</li><li>• Update on Executive Committee</li></ul>	5:15pm

**Operational Updates**

I. Program Committee (Anna VonRueden/Mark McNamer)	5:25pm
II. Advancement/Development Committee (JJ Slag/Nikki Kalvin)	5:35pm
III. Finance Committee (Don Phillips   Tanya/LaChelle)	5:45pm

**Strategic Discussions: Presentation and Feedback**

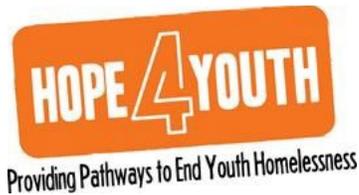
Operational Update (LaChelle) <ul style="list-style-type: none"><li>• Staffing and structure</li><li>• 2023 budget projection and discussion</li><li>• Recommendation of 2023 proposed budget</li></ul>	5:55pm
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**ANNUAL MEETING**

I. Vote on Slate of Officers	6:20pm
II. Vote on updated Bylaws	
III. Review 2023 Committee Vision	
IV. Review Annual Board Forms	
V. Other	
IV. Open Business	
V. Adjourn	7:00pm





# HOPE 4 Youth Board of Directors

## Meeting Minutes

Date: October 24, 2022

Time: 5:00 pm – 7:00 pm, Andover Community Center or Zoom

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Board Members Present: Steve Nash, Pat Chen, Stephan Spears, Linda Barnum, Don Phillips, JJ Slag, Anna VonRueden

Board Members Absent: Brad Konik, Paul Lenzmeier, Sue Woodard

Staff and Guests Present: LaChelle Williams, Mark McNamer, Tanya Bacigalupo, Danielle Snider (minutes)

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### Minutes:

#### Call to Order

- The meeting was called to order at 5:02 PM by Steve Nash.

#### Mission Moment (Mark McNamer)

- Kayla started at our HOPE Place and left the program unsuccessfully. She bounced around, but always stayed connected with the Drop-In Center. Two years ago, Kayla moved in with another former HOPE Place resident. She is currently employed by Allina full-time and this March, she accepted a role with HOPE 4 Youth as a Peer Support Specialist. This is such a fantastic story of the ups and downs that one of our youth. It is so powerful when the youth want to stay connected, rally, and help others.

#### Approval of Agenda and Minutes

- Motion made by Don Phillips, seconded by Stephan Spears, and passed unanimously to approve the agenda, 8.1.22 Board Meeting minutes, and October 3, 2022, Board Retreat minutes.

#### Chairman's Report (Steve Nash)

- Board Retreat Next Steps
  - Steve shared that this is one of the best meetings we have had. The participation allowed us to have a common vision going forward. The next step will be LaChelle going to the staff to share feedback and concerns from the Board Retreat. This will allow us to move forward with the plan. There was a lengthy discussion on some pretty big topics. This is a process. We can't flip a switch and have everything happen at once. Ultimately when things move forward, they will go to the Strategic Planning Committee. If the building funding is approved next year, we will prioritize that project as it comes up.
- Annual Meeting
  - At this meeting, we will have elections for Officer positions. Traditionally, positions have been held for one year. After some discussion at the Executive Committee, it was suggested that the Board remain intact going forward. There have been three Executive Directors in the past five years. Continuity is important. This is a unique time where we feel that there is a need for it, as well as some Officers that are willing to commit to another year. We are not voting on this tonight, but Steve felt it was important to give the Board a heads-up ahead of the meeting next month. Anna noted that this is for the slate of Officers and only one additional year commitment. Don shared that LaChelle has done a great job getting everyone to row the boat in the same direction. It's important that LaChelle has continuity in the Executive Committee to help continue this suggestion. LaChelle shared that she had similar experiences in her previous role at Junior Achievement when the slate of Officers stayed on an extra year through CEO and ED transitions. There was an additional discussion regarding staggering commitments and potentially moving to two-year terms. It was agreed that there will be additional discussion in the future surrounding this.

## **Strategic Discussions: Presentation and Feedback (LaChelle Williams)**

- 2022 Financial Outlook
  - We are unpacking a few opportunities and positioning ourselves for the best year-end possible. LaChelle shared in the summer, that she can see a \$265,000 deficit with the hiccup of our unknown booking reality of the prior year and its impact on our 2022 budgeting. She is happy to share she sees us closing out the year closer to a \$120,000 deficit. We realized a \$30K gain in our Summer Appeal but will monitor how this will impact our Annual Appeal dropping in November. We have submitted and will receive \$363,000 of ERC funding, but it will come in 2023. We will book all ERC funding when it arrives. We needed to modify our Out of the Cold campaign to a single day. We have managed expenses well, however, there have been several unexpected things that have come up. LaChelle asked the Board for suggestions to help us close this gap before year-end. JJ suggested making phone calls to top donors and making asks. Don noted that we've received funds from several venues and are essentially trying to make up for being declined for the Pohlard grant. He highlighted the importance of communicating that HOPE 4 Youth is financially strong. Steve said he hopes we can build upon our Donor Appreciation Event. JJ shared that he is feeling optimistic about Advancement with Nikki taking over. Don also noted that we are paying off two mortgages this year. We should be thinking about moving toward a capital campaign if the government funding opportunity does not pan out. He reiterated that we are in a strong position, we simply did not receive Pohlard. Don asked about footnoting our financials. LaChelle shared that our accounting firm will be doing this for year-end. JJ shared that his team gives a surprise and delight gift to donors at year-end that typically have not given yet this year. He tries to time this with their appeal drop. This would be an opportunity for youth to create a craft/card/ornament and make this missional.
- Staffing and Structure
  - As LaChelle shared with the Board via email, Nikki Kalvin is our new Director of Advancement. Whenever there is staff turnover, there is the opportunity to revisit the department structure. We will be re-imagining our Advancement Team and are thinking about it in terms of modifying our current roles with a new Communications and Events Coordinator position and a new Community Engagement Coordinator position. Both roles would be 30-hour positions. We will work with MACC and the Senior Leadership Team to determine the best fit for our organization. We are willing to wait to find the right person.
  - HOPE Place is fully staffed. The Program team is fully staffed for two weeks. We have three youth support coordinators going back to school. We did receive a resignation from one but acknowledge this is for the best for her.
  - We do have a 10-hour-a-week Maintenance position that is open. The hours are really flexible. We have the position posted on our website.
  - We are moving forward in a really positive way. It's going to be another new year.
  - We are coming up to the end of our contract with MACC. Are there any concerns or apprehensions about us signing on for them another year? Steve suggested doing so. Don noted that continuity with MACC would be important.
- 2023 Projection
  - This is the final year of our three-year strategic plan. We are delayed in adding some of our program objectives due to staff change and youth demands. Our facility exploration and budget creation of a new \$10K-15K SF is on hold until our 2024 strategic plan. If House Rep Zach Stephenson is re-elected, he shared with us his number one priority is our new facility funding. Our staff benefits work continues to move forward to include benefit enhancement, training opportunities, and professional development. See the overall Operation Plan in Strategic Planning Committee in the Board Portal for more information.
  - We are committed with our focus on Partnering in Prevention, meeting youth's basic needs, and empowering our youth to launch. We discussed this vision at the board retreat.
  - Our diversification of funding is a must. We need to hold where we are on Special events and move to a greater focus on Corporate and Civic & Faith partnerships. We are working on the 2023 budget now with a draft to be presented to the Board for the November board meeting.

## **Advancement Committee Update (JJ Slag)**

- LaChelle has met with the Hope's Closet volunteers, and they are aware of our final sale on November 4th and 5th. We will be moved out of the storage facility by November 30th with a monthly savings of \$398.
- We needed to move the Out of the Cold event to November 17th. We will be at the Anoka Sherriff's Office from 4:00 pm – 8:00 pm. We are rapidly working on marketing materials, social media posts, and guests to help drive fun and energy.
- Our Annual Appeal The Gift of HOPE will drop in the mail on November 28th. Please watch for this and help share via your networks.
- Don asked what the most effective way is to bring people to our mission. Don asked about how an event like Clays 4 Youth brings people to us. LaChelle shared that a good mix is important. It's an "And" Strategy. Getting in front of a church or civic groups can be very fruitful and relational. Linda asked if we had any benchmarking from other non-profits regarding funding percentages. LaChelle shared that each organization has its own method. Some organizations rely heavily on corporations and foundations, and others have the majority of their funding from individuals. She shared that based on our budget, 7.2 weeks this year should be dedicated to events.
- JJ shared that we can definitely use Board support at Out of the Cold and the Donor Appreciation event. Please connect with Nikki if you are able and willing to support us at these events.

#### **Program Committee Update (Anna VonRueden)**

- There is a meeting with the Face-to-Face Collaboration Executive Director next Monday. This is a newly created organization.
- St. Cloud State has therapy interns. We would need to figure out how to provide clinical supervision for these interns.
- The Drop-in Center staff recently had training on Burnout/Compassion Fatigue.
- Last month there were 308 visits by 122 youth. Case management hours went from 61 in August to 173 in September. HOPE Place is at full capacity with a high number of residents employed and working on educational/vocational goals.
  - Careerforce Kaitlyn/Caitlin is currently working at both HOPE Place and the Drop-In Center
- A couple of months ago two HOPE Place youth approached Mica about hosting a Halloween Party for the parenting youth. This is happening Thursday, October 27<sup>th</sup> at HOPE Place.
- Mark shared that we will be doing a youth experience survey. He would like to be able to attribute success to specific offerings (like Case Management services)

#### **April Financial Report (Don Phillips/LaChelle/Tanya)**

- LaChelle shared that all banking transactions and allocations are done, and we are meeting insurability levels on all funds. We did secure a \$200,000 line of credit that we will only use in dire emergencies. We will close on the Administrative Offices on December 5<sup>th</sup>. We plan to restrict the proceeds for use only of a new facility.
- September's financials are straightforward. We have six months of cash on hand. Don't panic when reviewing the cash on hand/board reserves - we are tracking as planned. We will see an upturn of cash coming in the door in November. Revenue is flat this month, but behind YTD. Expenses this month are favorable to goal and relatively flat YTD. With audit and ERC expenses, coupled with facility repairs and LOC expenses our expenses to end flat for 2022
- With all of the moving targets, we are still managing above industry standards of program expenses, but our goal is to maintain roughly 75% or better program allocation.
- Steve thanked the committee. He feels so much better about where we are and where we're going. Don asked if the budget will be available at the November meeting; the answer is yes. Everything is going well, but we'll have our work cut out for us going forward.

#### **Open Business**

- Steve thanked everyone for the Board Retreat. In the last month or so, we've had several events and Steve wants to thank everyone involved. Steve thanked Don for his involvement in our Clays 4 Youth event.

#### **Adjourn**

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

The meeting ended at 6:28 PM.

Respectfully Submitted,

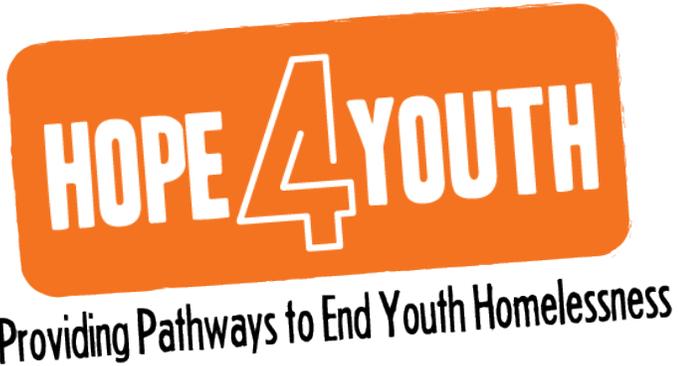
Danielle Snider, Administrative Coordinator

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### Upcoming Events:

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- November 17 – [OUT OF THE COLD](#)
- December 8 – [Donor Appreciation Reception](#)
- April 22, 2023 – A Night 4 HOPE



# Program Snapshot October 2022

## HOPE 4 Youth Drop-In Center Youth Statistics

**336**

Drop-In Center Visits  
YTD = 2417

**130**

Unique Youth  
YTD = 376  
Under 18 = 3

**25**

New Intakes  
YTD = 211

### DIC Community Referrals

Employment	7
Emergency Shelter	3
Housing Referral	7
Mental Health Referral	5
Other	14
Social Service Provider	9

### Case Management Services – All Programs

76 Youth Received 150 Hours of Case Management Services

DIC: 64 (50%) - youth received CM  
DIC: 116 (89%) - youth received basic needs supports

### Drop-In Parenting Youth

Number of Children Visits = TBD  
Youth w/Children present = 14  
YTD Youth w/Children = 63 (17%)  
Baby Products Provided = 33

### HOPE Place Youth Statistics - 12 youth served

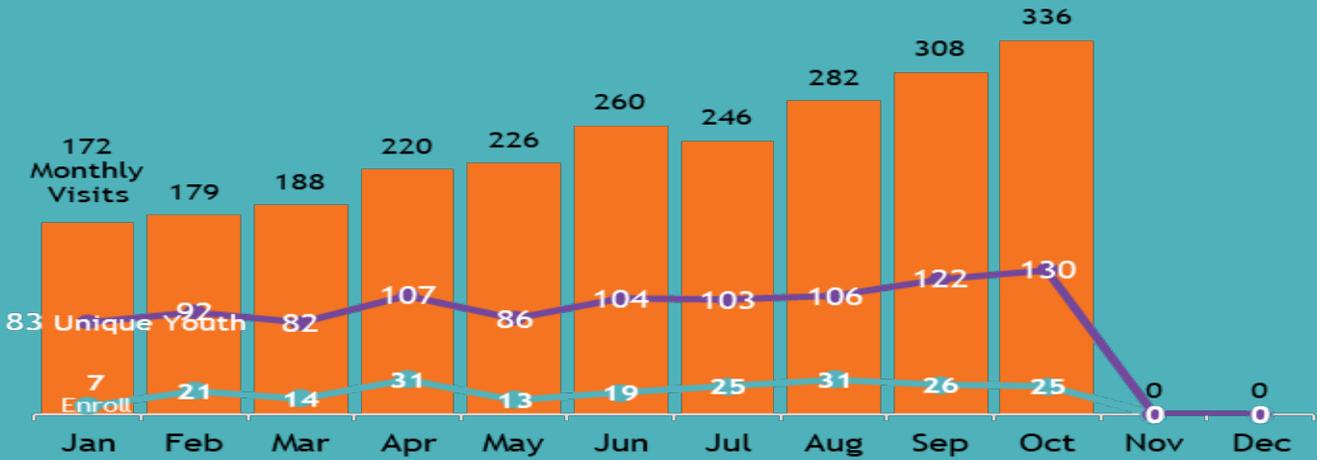
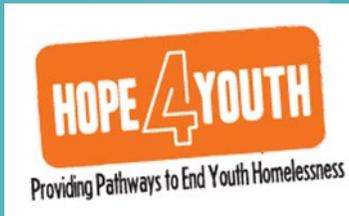
- 1 new residents entered, 0 open units
- 4 residents continue to work on a career path (retail, restaurant industry, education, nursing/personal care)
- 6 residents are working (4 FT, 2 PT)
- 1 working and attending continuing education classes
- 1 enrollment basic education classes and 1 is enrolled in community college
- 2 focusing on mental health
- 1 Purchased a vehicle
- 5 youth planed and facilitated HP Community Event (Halloween Party)
- Career Force Sessions at HP:** 7 residents engaged in 20 1:1 contacts, 5 residents attended budget workshop, 2 attended offsite Career Force workshop

### Drop-In Center On-Site Resources

**21**  
Transportation Support



# 2021vs2022 DIC Data





Providing Pathways to End Youth Homelessness

# Advancement Scorecard October 2022

## VOLUNTEER HOURS

# 629

Total Hours

Up 67 hours since September

233 hours  
24 hours  
78 hours  
132 hours  
156 hours  
0 hours

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

## DONORS

# 93

New donors gave  
\$29,214.76

Up 80 and  
Up \$26,631.83 from  
October 2021

# 0

New recurring  
monthly donors

Down 0 from October 2021

## DONATIONS: \$212,576.63

Up \$183,626.77 from October 2021

\$18,524.55	Individuals
\$6,900.00	Civic & Faith Based, Small Business
\$17,119.79	Corporations
\$150,579.00	Foundations
\$19,453.29	Events
\$0	Government

## VOLUNTEERS

# 79%

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

# 13

New Volunteers  
Down 18 from  
October 2021

## SOCIAL MEDIA STATISTICS

# 51,956

Impressions

# of times content appears  
in front of a user.

# 3,209

Engagement

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

# 14,093

Followers

Up 795 from  
October 2021

## WEBSITE STATISTICS

### 2,580 Page Sessions

A single website visit that can include  
many page views. Down 570 from October 2021

### 3,869 New visitors (new stat)

### 242 Returning visitors

Down 217 from October 2021

### 0:02:03 Average time on website

Up :18 from September 2021

## EMAIL STATISTICS

### 8,564 Accepted Subscribers

Up 306 from October 2021

### 31% Open Rate

Up 8.14% from October 2021

# THE GIFT OF HOPE



**HOPE 4 YOUTH**  
Providing Pathways to End Youth Homelessness

**H**appy Holiday Season! This is a joyous time for many, a busy time for most, and often a challenging time for the young people we serve. I am honored to share how we have turned generosity into HOPE for local youth facing homelessness in 2022.

More than 13,300 young people in Minnesota will experience homelessness this year alone. Our work has never been more critical. In partnership with you, we are able to overcome the realities of increased mental health issues, inflation, and uncertain times while renewing HOPE for those we serve.

Together, we can end youth homelessness.

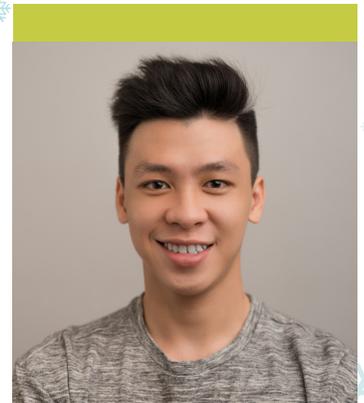
**We have seen a 40% increase in visitors to our Drop-In Center this year, HOPE Place is continually at full capacity, and we expect next year's needs to continue to grow.** The number of homeless parenting youth is increasing, family eviction notices are staggering, and the ripple effects of the pandemic continue to impact us all.

**Your Gift of HOPE enables us to provide ongoing support to at-risk youth as they rebuild their lives and end their experience of homelessness.** Each youth's experience is unique. We meet them where they are at using *trauma informed care, strengths-based mindset, youth-centered engagement, and harm reduction* approaches. Here are a few real-life stories made possible because of the generosity of people like you.

## **HOPE** is coming out of the cold and seeing a pathway.

Thomas was down on his luck after fleeing domestic violence at home. He found shelter in an abandoned shed but quickly recognized this was not the way to live. He heard about HOPE 4 Youth from a friend and stopped in on a cold rainy day. At first Thomas was reserved and shared little, but with time began to open up after being greeted with kindness and acceptance.

He worked with our caseworkers to create a plan and identified his steps to move from uncertainty and confusion to focus and promise. After visiting the clothing closet and food pantry, Thomas began submitting job applications and creating a budget. After several months, he built trust in our team, secured a job, and started saving for his first apartment. **Today, Thomas is experiencing the power of HOPE.**



## **HOPE** is overcoming challenging situations and learning to thrive.

Destiny walked through the doors of HOPE 4 Youth bewildered and afraid. She was kicked out of her childhood home after her family learned she was pregnant. Destiny had dreams about wanting to help people as a career, however, in her current situation, she felt alone with nowhere to turn.

Our caseworkers connected Destiny to health care professionals who taught her how to care for herself and her new baby. She participated in classes at HOPE 4 Youth to gain parenting skills, and recently moved into a family member's home allowing her to return to school. **Today, Destiny is experiencing the power of HOPE.**



Scan to Donate



### HOPE is starting again.

Olivia's parents lost their home to foreclosure. Her world was turned upside down. As a high school graduate with two younger siblings, she found herself unhoused after her parents moved out of state. Olivia was planning to go to school; she was planning to build a life. Suddenly, she had no idea what to do. She had no money, no job, no family support, and no home.

She learned of HOPE 4 Youth through a community flyer. Having nowhere else to turn, she walked through our doors and immediately felt welcomed. We listened to Olivia's story and helped her see what was possible. Our team shared resources to help her deal with mental health challenges, provided clothing for a fresh start, and offered computer access to get registered for school. Olivia is now sharing her story to inspire others. **Today, Olivia is experiencing the power of HOPE.**

### HOPE is creating a strong foundation to live to your potential.

Anton came to America with his family. He worked to adjust to a new country, a new language, and many new realities. He loved school and valued learning. Over time, the stresses of life became overwhelming for his family and Anton found himself homeless due to family strife. He had nowhere to turn until he walked through the doors of HOPE 4 Youth.

The Drop-In Center team introduced him to the services of HOPE 4 Youth. Anton was able to shower, wash his clothes, and enjoy warm, nutritious meals. With time and hard work, he regained his strength and developed a positive perspective regarding the future. The team at HOPE 4 Youth encouraged and guided him through his job and housing application processes. We're thrilled to share Anton recently moved into an apartment at HOPE Place, our 12-unit transitional housing facility, and is now working at a job he loves. **Today, Anton is experiencing the power of HOPE.**



There are many more real-life stories such as these; young people coming to us during a time of crisis, seeking help, guidance, and a pathway to realize their potential. I am inspired and moved by the heartfelt thank you's they share.

*"Thank you for helping with my car repairs. This is my way to work and my way out of homelessness"*

*"I didn't know where to turn. HOPE 4 Youth didn't judge me and helped change my life"*

*"Thank you for caring about me."*

*"The world is crazy right now and you (HOPE 4 Youth) helped me feel safe. Thank you!"*

HOPE 4 Youth can walk alongside our youth only through your generosity. With your continued support, we'll be here for local young people who are at risk of homelessness – to meet their basic needs and equip them with tools to thrive regardless of their current situation.

I hope you'll consider donating today through one of the ways listed below. In return, we promise to be a good steward of your generosity. Together we are changing lives!



In unending gratitude,

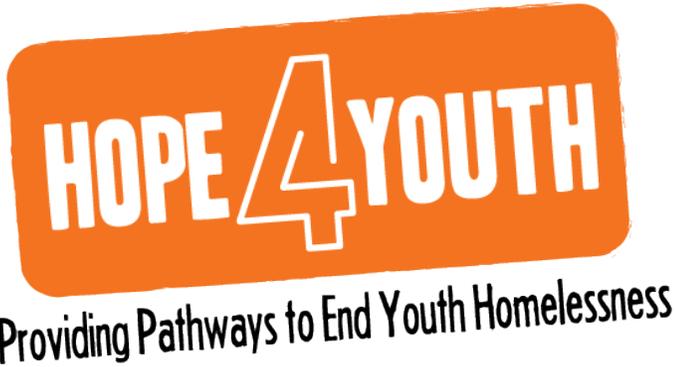
LaChelle Williams  
Executive Director



- ▶ Scan the code on the front of this letter
- ▶ Use the enclosed envelope
- ▶ Visit [HOPE4YouthMN.org](https://HOPE4YouthMN.org)

### ▶ Open Pathways with your personal investments

A gift of stock or mutual fund shares can help provide life-changing support while providing you a tax-deduction and other financial benefits. Please contact Nikki Kalvin at 763-323-2066, ext 102 or [nkalvin@hope4youthmn.org](mailto:nkalvin@hope4youthmn.org).

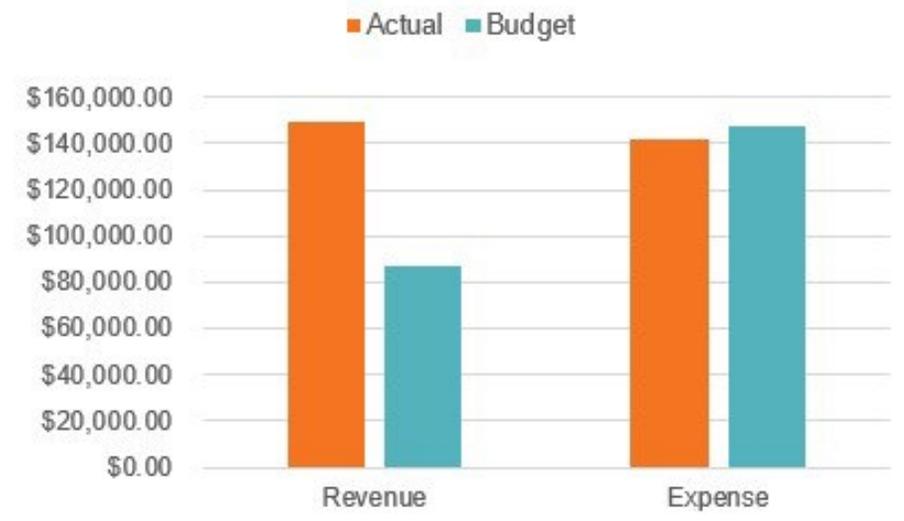


# Finance Snapshot October 2022

## Balance Sheet

<u>Assets:</u>	
Board Reserve	\$253,773.75
Cash	\$421,768.13
Other	\$1,847,208.62
<b>Total Assets</b>	<b>\$2,522,750.50</b>
<u>Liabilities &amp; Equity:</u>	
Liabilities	\$177,389.25
Equity	\$2,345,361.25
<b>Total Liabilities &amp; Equity</b>	<b>\$2,522,750.50</b>

## Revenue & Expense



	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>
<b>Revenue</b>	\$149,773	\$87,138	\$62,635
<b>Expense</b>	\$141,875	\$147,519	\$5,644
<b>Net</b>	\$7,898	(\$60,381)	\$68,279



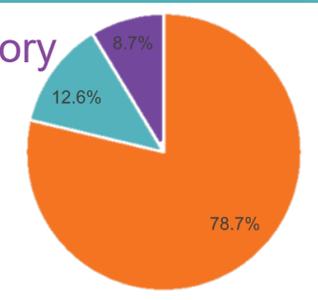
## Cash Flow

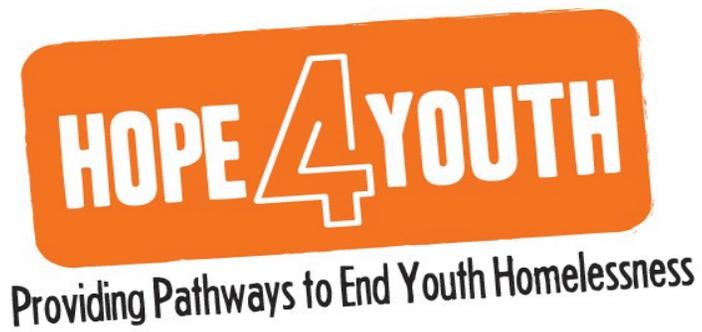
Cash at beginning of October: \$599,183  
 Cash at end of October: \$675,542  
 Net Cash Increase for October: \$76,359

**11% increase**

## Expenses By Category

- Program
- Fundraising
- Mgmt & Genl





**Fiscal Year 2022**  
**Financial Statements**  
**as of October 31, 2022**

**Statement of Financial Position  
as of October 31, 2022**

		<b>Comments</b>
<b>Assets</b>		
Cash and Cash Equivalents	421,768.13	
Board Designated Operating Reserve	253,773.75	
Receivables	19,922.16	GRH, OEO
Prepaid Expenses	18,709.80	
Inventory	47,999.60	
Investments	184,196.39	Principal Investment and T-Bills
Property and Equipment, net	1,576,380.67	
<b>Total Assets</b>	<b>2,522,750.50</b>	
<b>Liabilities</b>		
Accounts Payable & Other Accrued Liabilities	39,590.17	Payroll liabilities
Mortgage Payable (VB)-Hope Place	0.00	HP Mortgage paid off
Mortgage Payable (Finl One)-Admin Office	137,799.08	
<b>Total Liabilities</b>	<b>177,389.25</b>	
<b>Net Assets</b>		
Unrestricted-Undesignated	2,236,257.41	
Unrestricted-Board Designated Operating Reserve	253,773.75	
Temporarily Restricted	110,195.00	Heartland, Ratfield, HSF
Current Year Net Surplus(Deficit)	(254,864.91)	
<b>Total Net Assets</b>	<b>2,345,361.25</b>	
<b>Total Liabilities &amp; Net Assets</b>	<b>2,522,750.50</b>	

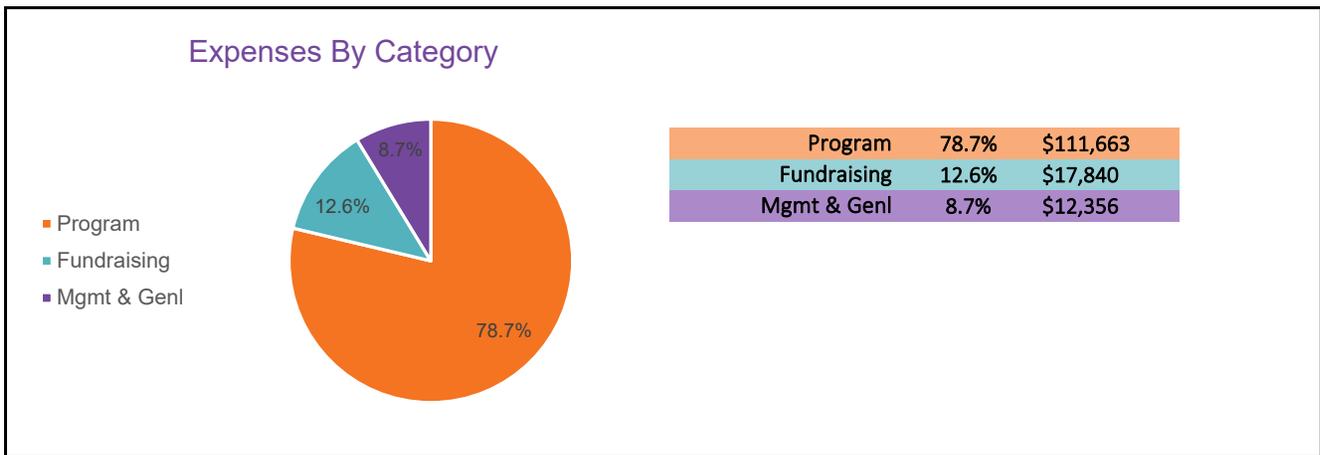
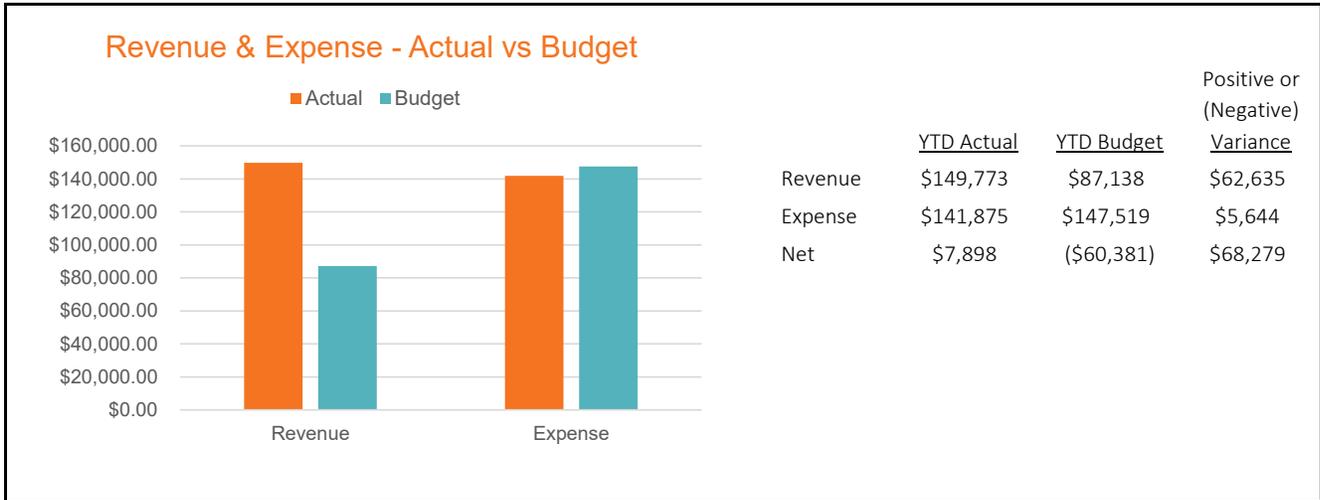
**Statement of Activity  
as of October 31, 2022**

	Actual	Budget	Actual to Budget Variance	Act to Bud Variance Comments
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
DONATIONS, GIFTS, & GRANTS	132,012.04	59,500.00	72,512.04	Heartland Tire payment on pledge schld for December
HOPE'S CLOSET SALES.	0.00	2,500.00	(2,500.00)	November final sale
INVSTMT INC & OTHR GAIN(LOSS)	(40.08)	1,208.33	(1,248.41)	Market Challenges
OTHER SUPPORT	7,986.60	9,000.00	(1,013.40)	
PROGRAM SERVICE FEES	12,684.19	10,930.00	1,754.19	
SPECIAL EVENTS	(2,869.68)	4,000.00	(6,869.68)	
<b>Total Income</b>	<b>149,773.07</b>	<b>87,138.33</b>	<b>62,634.74</b>	
<b>Expense</b>				
BULDING & FACILITIES EXPENSE	12,004.00	10,973.00	1,031.00	Water/Sewer at Admin; Moving Costs
CONTRACTED SRV & PROF FEES	29,064.89	17,049.00	12,015.89	Auditor completion of ERC application
DEPRECIATION EXPENSE.	3,772.44	4,161.00	(388.56)	
INSURANCE.	2,753.35	2,999.00	(245.65)	
LICENSES-MEMBRSHPS-DUES-FEES	3,792.15	3,433.00	359.15	
PAYROLL, TAXES, & BENEFITS	68,575.65	78,210.00	(9,634.35)	Budgeting overage   Pohlad in budget   Staffng transition
POSTAGE, MAILING, & DELIVERY	1.10	1,949.00	(1,947.90)	Managing expenses
PRINTING & PROMOTION EXPENSE	457.91	1,125.00	(667.09)	Managing expenses
PROGRAM EXPENSES	19,952.00	23,921.00	(3,969.00)	Managing expenses
STAFF, BOARD, & VOLUTEER EXP	879.24	1,624.00	(744.76)	Managing expenses
SUPPLIES & MINOR EQUIPMT	381.71	1,792.00	(1,410.29)	Managing expenses
TRAVEL & TRANSPORTATION	240.15	283.00	(42.85)	
<b>Total Expense</b>	<b>141,874.59</b>	<b>147,519.00</b>	<b>(5,644.41)</b>	
<b>Net Ordinary Income</b>	<b>7,898.48</b>	<b>(60,380.67)</b>	<b>68,279.15</b>	
<b>Net Income</b>	<b>7,898.48</b>	<b>(60,380.67)</b>	<b>68,279.15</b>	

**Statement of Revenue and Expense**  
**Fiscal Year 2022 - through October, 2022**

	YTD Actual	YTD Budget	Over(Under) YTD Budget					Full Year Budget	Forecast Actual/Budget	Reforecasted Projection	FY Forecast vs. Budget
				YTD Actual	Fixed Exp remaining	Forecast numbers	Reforecast numbers				
<b>Revenue</b>											
Donations, Gifts, and Grants	673,876.55	695,000.00	(21,123.45)	673,877	0	550,000	0	1,245,000	1,223,877	1,081,840	
Store Sales	2,127.55	7,500.00	(5,372.45)	2,128	0	2,500	0	10,000	4,628	2,500	
Investment & Other Income	5,272.10	12,083.34	(6,811.24)	5,272	0	2,417	0	14,500	7,689	8,000	
Inkind Contributions	124,852.87	78,998.00	45,854.87	124,853	0	21,000	0	100,000	145,853	118,092	
Program Service Revenue	110,305.79	109,300.00	1,005.79	110,306	0	21,860	0	131,160	132,166	131,160	
Special Events, net	201,684.48	207,000.00	(5,315.52)	201,684	0	33,000	0	240,000	234,684	263,000	
	<b>\$1,118,119.34</b>	<b>\$1,109,881.34</b>	<b>\$8,238.00</b>	<b>1,118,119</b>	<b>0</b>	<b>630,777</b>	<b>0</b>	<b>\$1,740,660</b>	<b>1,748,896</b>	<b>1,604,593</b>	
<b>Expense</b>											
Building and Facilities Expense	119,008.71	106,643.00	12,365.71	119,009	21,394			129,365	140,402	144,533	
Contracted Svcs & Professional Fees	201,049.83	163,514.00	37,535.83	201,050	30,689			196,206	231,739	221,706	
Depreciation Expense	37,724.40	41,610.00	(3,885.60)	37,724	8,323			49,936	46,047	49,888	
Insurance	30,280.13	29,986.00	294.13	30,280	5,997			35,984	36,277	37,000	
Licenses, Membrshps, Dues, & Fees	30,005.35	32,662.00	(2,656.65)	30,005	7,357			40,819	37,362	43,189	
Payroll, Taxes, and Benefits	722,190.11	773,025.00	(50,834.89)	722,190	156,420			959,446	878,610	929,445	
Postage, Mailing & Delivery	2,334.17	7,935.00	(5,600.83)	2,334	2,067			10,000	4,402	10,000	
Printing and Promotion Expenses	11,996.86	12,750.00	(753.14)	11,997	2,750			16,000	14,747	14,000	
Program Expenses	207,384.04	212,309.00	(4,924.96)	207,384	42,999			255,310	250,383	247,850	
Staff, Board, & Volunteer Expense	7,779.58	14,319.00	(6,539.42)	7,780	5,047			19,360	12,826	18,360	
Supplies and Equipment	1,578.50	17,920.00	(16,341.50)	1,579	3,583			21,500	5,162	21,500	
Travel and Transportation	1,652.58	2,830.00	(1,177.42)	1,653	567			3,400	2,219	3,400	
	<b>\$1,372,984.26</b>	<b>\$1,415,503.00</b>	<b>(\$42,518.74)</b>	<b>1,372,984</b>	<b>287,192</b>	<b>0</b>	<b>0</b>	<b>\$1,737,326</b>	<b>1,660,176</b>	<b>1,740,871</b>	
<b>Net Surplus(Deficit)</b>	<b>(\$254,864.92)</b>	<b>(\$305,621.66)</b>	<b>\$50,756.74</b>	<b>(254,865)</b>	<b>(287,192)</b>	<b>630,777</b>	<b>0</b>	<b>\$3,334</b>	<b>88,720</b>	<b>(136,278)</b>	

# HOPE 4 Youth Financial Dashboard YTD through October 31, 2022





**Budget Narrative and Assumptions**  
**Fiscal Year 2023**  
(January 1, 2023 – December 31, 2023)

The fiscal year 2023 budget reflects:

Total Revenue	\$2,003,839
Total Expenses	\$1,703,646
Net Surplus (Deficit)	\$ 300,193

The 2023 budget has been created with insight from HOPE 4 Youth's five-year trends, the assumption of the community continuing to remain open, the consideration of the 2024 fiscal year, the Employee Retention Credit funding, and the development and implementation of revenue generation plans and expense management parameters to establish a well-founded vision for our work. The 2023 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 26% increase in overall revenue generation**

#### ***Donations, Gifts, and Grants – 3.6% increase***

HOPE 4 Youth (H4Y) has a focus on the diversification of funding in 2023. H4Y staff will continue to actively enhance established portfolio management vision with in-depth review of previous partners, potential partners, and current advocates. Staff was fully engaged in the vision of our relationship management vision with specific plans tailoring our outreach intentions. We are optimistic regarding gifts from lead donors which include: Heartland Tire, Otto Bremer Trust, Anderson Foundation, Connexus Energy, ECMC, Magnifi Credit Union, Richard Schulze Family Foundation, Carlson Toyota, as well as new and/or expanded corporate partnerships, individual donors, and our growing civic and faith partners. 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) with plans to reapply in 2023 for an additional two-year grant.

- Detail of fundraising goals – formal development plan completed by January 2023 (not including Special Events nor Government funding)
  - Individuals - \$400,000 (41%)
  - Civic & Faith Partners - \$153,000 (16%)
  - Corporate Partners - \$175,500 (18%)
  - Private Foundations - \$237,000 (25%)
- Government - \$513,000 (ERC and OEO)

In fiscal year 2023, H4Y will receive \$363,000 one-time funding for the Employee Retention Credit (ERC) program. We factored a \$300,193 surplus with the understanding of financial use of these funds if:

1. We move into a few facility
2. Incur unplanned expenses due to economic downfall
3. We have programmatic or staff opportunities (expenses) which will set us up for revenue generation in 2024.

### **Special Events – 6% decrease**

The net revenue of \$233,000 from Special Events was developed with a vision to maintain a 14% fundraising objective leveraging community confidence in our mission and H4Y's ability to elevate greater donor/community engagement. The Night for Hope will move to Bunker Hills Event Center with an opportunity to expand attendance and overall experience celebrating our 10-year anniversary. We will be adding a new event, *Inspiring HOPE Breakfast*. Out of the Cold will be moved out of Special Events and categorized as a fundraising campaign. All special events will be assessed for enhancement opportunities while always educating the community on the *why* of H4Y.

- A Night 4 HOPE - \$118,000net
- Hunt 4 HOPE - \$38,000net
- Darkest Night 4K - \$58,000net
- Clays Hunt 4 HOPE – \$11,000net
- Inspiring HOPE – \$8,000net
- General special events – open to community led events with no staff engagement

### **Program Service Revenue – 3% increase**

The budgeted revenue of \$135,364 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 - closed**

Hope's Closet store is closed and will not reopen in 2023. The Pop-up concept tested in 2022 was not successful. In 2022 H4Y realized a \$2883 lose.

### **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. We will continue to monitor the T-Bill investment option for ERC dollars.

We have confidence in the management of our revenue opportunities and greater Special Event expense oversight.

## **Expenses**

### ***Building and Facilities Expense***

We will see significant savings in this category due to the sale of the H4Y Administrative Office and all related expenses, as well as the HOPE Place mortgage interest expense. The budgeted Building and Facilities Expense includes building operations including utilities, trash/recycling, phone/internet, repairs & maintenance, cleaning, HVAC, fire systems, snow removal, and miscellaneous building expenses.

### ***Contracted Services***

We will see a reduction from last year in Contract Services related to audit services and accounting expenses. We will be investing in IT enhancements moving to MSI Solutions. This investment provides greater technological support, cyber protection, proper licensing, and the development of long-term solutions for future needs.

2023 includes:

- \$50,000 for HR support with MACC
- \$70,000 for Hope Place evening security
- \$15,300 for MSI Solutions (with an offset gift of \$7500)
- \$14,000 for Anoka County Career Force
- \$26,000 Controller accounting
- \$22,000 audit expense
- Includes contracting talent–Social Media, Graphic Design, Photography, Website, and Grant Writing
- Misc, Close Knit consulting, and necessary legal services

### ***Depreciation Expense***

The budgeted depreciation expense includes depreciation expenses for our owned building (Hope Place), building and leasehold improvements at H4Y facilities, and vehicle depreciation related to the agency van. We will see a decrease due to the sale of the Administrative Office.

### ***Insurance***

The insurance is budgeted at \$35,500 reflecting the estimated premiums for D&O, Property, and Liability, Auto, Umbrella, and Workers Compensation. The budget also includes dollars to policies related to Cyber/Internet Liability, Professional Liability, and Volunteer coverage.

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

The budgeted line item for licenses, memberships, dues, and fees including 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.

### ***Payroll, Taxes, and Benefits – Increasing by 6.3% (per October 2022 forecast)***

- Current staff levels support H4Y operations at the Drop-In Center, Hope Place, and our administrative team. The organization has fully implemented fiscal policies and procedures, updated staff practices and protocol, and managed through 2022 structure and staff changes.
- H4Y currently employs 16 individuals supporting the operation with plans to add 4 additional parttime positions. Investing in these roles will support concerns of staff burnout and enhance mission needs.
- 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 as well as salary adjustments exceeding 3% where role function required increased pay (per MACC recommendation).
- 3% Retirement Match is in budget

### ***Postage, Mailing, & Delivery***

The budgeted expense includes expenses for the regular annual expense and a two fundraising appeals.

### ***Printing & Promotion Expenses***

Printing and Promotion budgeted expenses include costs for inhouse copying/printing as well as external marketing and promotion 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...)
- 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, youth activities, cell phones, Hope Place furnishings, etc...)

### ***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

### ***Supplies & Equipment***

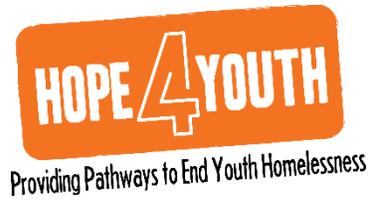
The budgeted expense for supplies and equipment includes costs for office supplies, and equipment. Funds are designated to upgrade outdated equipment.

### ***Travel & Transportation***

The travel & transportation budgeted expenses include cost for the staff milage 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.

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<b>HOPE 4 Youth</b>	<b>YTD 10.31</b>	<b>2022 Reforecast</b>	<b>2023 Budget</b>	<b>Variance 2022 reforecast vs 2023 budget</b>	<b>Comments</b>
<b>REVENUE</b>					
DONATIONS, GIFTS, & GRANTS	\$673,877	\$1,081,840	\$1,478,500	\$396,660	3.6% fundraising increase   Plus ERC \$363K
HOPE'S CLOSET SALES.	\$2,128	\$2,500	\$0	-\$2,500	Closed
INVTMT INC & OTHR GAIN(LOSS)	\$5,272	\$8,000	\$31,975	\$23,975	ICS and T-Bill investments
OTHER SUPPORT	\$124,853	\$116,308	\$125,000	\$8,692	In-kind support
PROGRAM SERVICE FEES	\$110,306	\$131,160	\$135,364	\$4,204	Partnership with GRH funding
SPECIAL EVENTS	\$201,684	\$248,000	\$233,000	-\$15,000	6% decrease > Out of the Cold now a campaign
<b>Total Revenue</b>	<b>\$1,118,119</b>	<b>\$1,587,808</b>	<b>\$2,003,839</b>	<b>\$416,031</b>	
<b>EXPENSE</b>					
BULDING & FACILITIES EXPENSE	\$119,009	\$144,873	\$115,946	-\$28,927	Sale of AO reduces expenses
CONTRACTED SRV & PROF FEES	\$201,050	\$221,706	\$201,106	-\$20,600	ERC submission fee - \$24K in 2022
DEPRECIATION EXPENSE.	\$37,724	\$49,888	\$38,337	-\$11,551	Sale of AO reduces expenses
INSURANCE.	\$30,280	\$37,000	\$34,500	-\$2,500	Sale of AO reduces expenses
LICENSES-MEMBRSHPS-DUES-FEES	\$30,005	\$43,189	\$42,273	-\$916	
PAYROLL, TAXES, & BENEFITS	\$714,285	\$864,960	\$947,529	\$82,569	16 to 20 ppl   11.2 to 14.7 FTE
POSTAGE, MAILING, & DELIVERY	\$2,333	\$10,000	\$9,000	-\$1,000	
PRINTING & PROMOTION EXPENSE	\$11,782	\$14,000	\$15,720	\$1,720	
PROGRAM EXPENSES	\$194,906	\$247,850	\$261,035	\$13,185	Investment in program support
STAFF, BOARD, & VOLUTEER EXP	\$7,013	\$18,360	\$22,100	\$3,740	Investment in more professional development
SUPPLIES & MINOR EQUIPMT	\$1,312	\$21,500	\$12,500	-\$9,000	
TRAVEL & TRANSPORTATION	\$1,652	\$3,400	\$3,600	\$200	
<b>Total Expenditures</b>	<b>\$1,351,352</b>	<b>\$1,676,726</b>	<b>\$1,703,646</b>	<b>\$26,920</b>	
<b>Surplus or (Deficit)</b>			<b>\$300,193</b>		



## 2023 Slate of Officers

- **Chairperson:** Steve Nash
- **Vice Chairperson:** Anna VonRueden
- **Secretary:** Linda Barnum
- **Treasurer:** Don Phillips
- **Past Chair:** Stephen Spears

- 
- **Executive Committee Chairperson:** Steve Nash
  - **Development Committee Chairperson:** JJ Slag
  - **Program Committee Chairperson:** Anna VonRueden
  - **Finance Committee Chairperson:** Don Phillips
  - **Strategic Steering Committee Chairperson:** Paul Lenzmeier

# BYLAWS OF HOPE 4 YOUTH

## ARTICLE 1: OFFICES

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

## ARTICLE 2: MEMBERS

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

## ARTICLE 3: BOARD OF DIRECTORS

### Section 3.1. General Powers.

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

### Section 3.2. Number.

The Board of Directors shall consist of not less than five (5) **nor more than twenty (20) directors.**

### Section 3.3. Qualifications.

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

### Section 3.4. Term of Office.

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

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

Section 3.5. Compensation.

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

Section 3.6. Conflict of Interest.

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

Section 3.7. Resignation and Removal.

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

Section 3.8. Vacancies.

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

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

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

Section 3.9. Transferability.

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

## ARTICLE 4: MEETINGS OF BOARD OF DIRECTORS

### Section 4.1. Annual Meetings.

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

### Section 4.2. Regular Meetings.

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

### Section 4.3. Special Meetings.

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

### Section 4.4. Notice of Meetings.

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

### Section 4.5. Quorum.

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

Section 4.6. Participation by Telephone Conference Call or Other **Telepresence** 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, **Past Chair**, 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 HOPE 4 Youth personnel is responsible to keep on file a complete copy of the Articles of Incorporation and all amendments and restatements thereof and a complete copy of these Bylaws and all amendments and restatements thereof; HOPE 4 Youth personnel shall give proper notice of meetings of the Board and all Board committees. The secretary shall oversee these functions and perform other duties that are from time to time prescribed by the Board of by the Chair, and, in general, shall perform all duties usually incident to the office of the Secretary of a Minnesota nonprofit corporation. In the further event of the absence or disability of the Chair and Vice Chair, the Secretary shall perform the duties of the Chair.

(e) Past Chair

The Immediate Past Chair still serving on the Board shall act as an advisor to the Chair and the Board of Directors and act as a member of the Executive Committee. The Past Chair will serve in the role of the Chair of the Nominating 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 Executive Director shall be an ex-officio member of all committees. Except as otherwise specified in these Bylaws, each committee shall have such membership, duties, and responsibilities as are established for it from time to time by the Executive Committee. 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: 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 Steering Committee

The Strategic Planning Steering Committee shall be elected by the Executive Committee and shall consist of at least three (3) Board members. Membership on the Strategic Planning Steering Committee shall be for a term of one (1) year coinciding with the term of the Chair. The Strategic Planning Committee will review the strategic objectives and annual goals determined by the Executive Director and HOPE 4 Youth staff. The Strategic Planning Steering 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, Executive Director, and at least one other individual who is either a current member, has been a past member or is a representative from the community at large. The Treasurer shall chair the Finance Committee. The Finance Committee shall prepare recommendations for an annual budget of the corporation and perform such other duties in connection with the finances of the corporation as prescribed from time to time by the Board of Directors.

Section 6.5. Nominating Committee.

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

Section 6.5. Fund Development Committee.

A Fund Development Committee may be appointed by the Board to build and develop a base of corporate and private funding sources to support the mission and programming of HOPE 4 Youth through fund

development, communications, outreach, and marketing. The Fund Development Committee may have three (3) Board Members, with the Executive Director as an ex-officio committee member. Committee members shall serve one-year terms and elect a Chair for a concurrent term.

Section 6.6. ~~Committee Operations.~~ Program Committee

~~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.~~

The Program Committee shall consist of the Program Chair 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 Program Committee shall work with staff to prepare recommendations for program partner enhancements, program communication improvements, and program best practices in the youth serving industry.

Section 6.7 DEI Committee

The DEI Committee shall consist of the DEI Chair from the board of directors and at least two other individuals who are either a current member of the board, has been a past member, or is a representative from the community at large. The DEI Committee shall work with the staff to meet the annual objectives of enhancing HOPE 4 Youth's culture which embraces diversity, inclusivity, equity, innovation, and teamwork to support the delivery of our mission.

ARTICLE 7: PRESIDENT AND CHIEF EXECUTIVE OFFICER (CEO)/EXECUTIVE DIRECTOR (ED)

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 President and CEO/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 begin on the first day of January 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

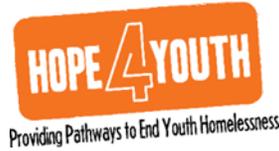
The corporation shall indemnify, and make advances of reasonable expenses to each director, officer, and employee of the corporation, whether or not then in office or employed by the corporation, to the fullest extent prescribed by Minnesota Statutes, Section 317A.521. The corporation shall not indemnify 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 **at the Annual Meeting**, 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.



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## HOPE 4 Youth - Board Committee Structure 2023

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

Members: Steve Nash, Anna VonRueden, Don Phillips, Stephen Spears, Linda Barnum | Staff: LaChelle  
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 – JJ Slag

Members: JJ Slag, Julie Cole, Don Phillips | Staff: Nikki Kalvin  
Objective

- Diversify H4Y’s funding mix to include growth of revenue from deeper relationships with Individual donors, increased corporate partners/organizations and sponsorship expansion
- Ensure marketing plan supports revenue generation

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

Members: Don Phillips, Sarah Nohner, Tanya Bacigalupo  
Objective

- Oversee the financial health of the organization
- Manage the annual audit with support and review

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

Members: Paul Lenzmeier, Sue Woodard, Brad Konik, Linda Barnum  
Objective

- Work with ED to operationalize 2021-2023 Strategic Plan
- Work with ED to prepare for 2024-2026 Strategic Plan while providing board recommendations
- Develop Risk Management 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 – Anna VonRueden | Staff: Mark McNamer

Members: Anna VonRueden, Pat Chen, DeeDee Gorman  
Objective

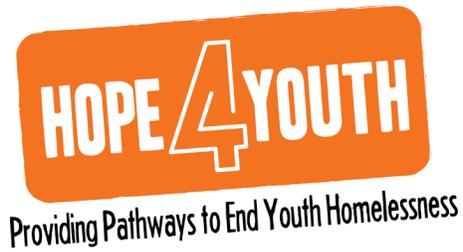
- Continue to develop transformational relationships with community experts within the goal area of social and emotional well being
- Provide insight and guidance for investments into program space improvements

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

Members: Lucell Hanson

Objective: Continue to develop a high performing culture which embraces diversity, equity, 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 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.

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.

\_\_\_\_\_

Name

\_\_\_\_\_

Date

2022

SAVE  
THE  
DATES!

### Out of the Cold

Thursday, November 17th

4 p.m. - 8 p.m.

Anoka County Sheriff's Office

### HOPE Place Holiday Potluck

Wednesday, November 23rd

4 p.m. - 7 p.m.

### DIC Thanksgiving Dinner

Monday, November 21st

4 p.m. - 7 p.m.

### Donor Appreciation Event

Thursday, November 8

5 p.m. - 7 p.m.

Margie's Kitchen and Cocktails

### Adopt a Family/Youth

Wednesday, December 14th and

Thursday, December 15th

Drop-In Center

### DIC Holiday Dinner with Santa

Monday, December 19th

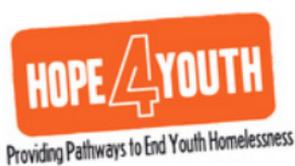
4 p.m. - 7 p.m.

### HOPE 4 Youth Offices Closed

Thursday, November 24

Friday, November 25

Monday, December 26



763.323.2066

10250 Foley Blvd. #48010

Coon Rapids, MN 55448

HOPE4YouthMN.org

# 2023

SAVE  
THE  
DATES!

## A Night 4 HOPE

Saturday, April 22nd  
Bunker Hills Golf Course

## Clays 4 Youth

Thursday, June 22nd  
Minnesota Horse and Hunt Club

## Heartland Tire Golf Tournament

Monday, August 21st  
Bunker Hills Golf Course

## The Darkest Night 4K

Friday, September 15th  
Bunker Hills Golf Course

## Hunt 4 HOPE

Friday, September 22nd  
Wild Wings of Oneka

## Inspiring HOPE Breakfast/Luncheon

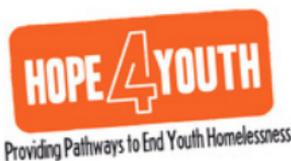
Wednesday, October 25  
The Mill Site

## Out of The Cold

Thursday, November 16th  
Anoka County Sheriff's Office

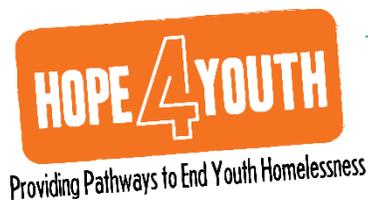
## Questions?

Visit [HOPE4YouthMN.org](https://HOPE4YouthMN.org) for more information.



763.323.2066

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[HOPE4YouthMN.org](https://HOPE4YouthMN.org)



## HOPE 4 Youth Benefit Vision 2023

### Provider Options

- Medical Insurance (H4Y) - MACC
- Dental Insurance (H4Y) - MACC
- Basic Life /AD&D (H4Y) - MACC
- Long Term Disability (H4Y) - MACC
- Short Term Disability (H4Y) - MACC
- Voluntary Life Insurance - MACC
- Retirement options – employee - MACC
- Vision - MACC
- EAP - MACC
- Flex Funds disbursement – Exploring addition for 2023
  - Dependent Care
  - Medical
- Cobra on departure (H4Y) - Yes

### Organization Options

- PTO to mirror 4.1V 10/2019 (H4Y)
- Holiday Pay – (H4Y - 8 days)
- Floating Holiday expansion (H4Y) – Add an additional day under the context of DEI
- Rollover of PTO – 40 hours annually (H4Y)
- Bereavement pay – Adding benefit
- Flexible work environment/administrative options (H4Y) – Detail in Handbook
- Cell phone benefit (define by role) (H4Y) – Amending by position
- Appropriate break to include lactating needs (H4Y)
- Expense reimbursement (H4Y)
- Leave of absence -
  - Maternity leave options (STD)
  - Military leave (H4Y)
  - Voting leave (H4Y)
  - Jury Duty/Court Appearance (H4Y)
  - Explore others as appropriate
- PTO payout – (H4Y) – with good standing – 100% up to 40 hours
- Retirement Plan – 3% Match
- Incentive Compensation – Explore SLT

WE ARE SO

*grateful*



FOR YOU!

PLEASE JOIN US AT HOPE 4 YOUTH'S

DONOR APPRECIATION  
RECEPTION

THURSDAY, DECEMBER 8  
3 - 5 P.M.

MARGIE'S KITCHEN & COCKTAILS  
13735 ROUND LAKE BLVD, SUITE 105  
ANDOVER, MN 55304

KINDLY RSVP BY DECEMBER 5 TO  
[HOPE4YOUTHMN.ORG/RSVP](https://HOPE4YOUTHMN.ORG/RSVP)  
OR SCANNING THE QR CODE BELOW



**HOPE 4 YOUTH**  
Providing Pathways to End Youth Homelessness