



BOARD OF DIRECTORS MEETING

Monday, May 22, 2023

5:00pm – 7:00pm

Meeting Location: Northtown YMCA

(If needed, virtual/call in within body of invitation)

AGENDA

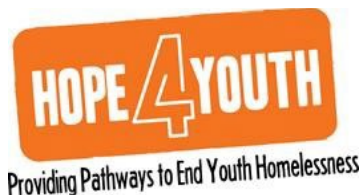
	TIME
I. Call to Order (Steve Nash) <ul style="list-style-type: none">• Welcome	5:00pm
II. Mission Moment (Nikki Calvin)	5:10pm
III. Chairman's Report (Steve Nash) <ul style="list-style-type: none">• Approval of Minutes<ul style="list-style-type: none">○ Questions, discussion, removal• Confirmation of Agenda• Update on Executive Committee	5:15pm

Operational Updates

IV. Program Committee (Anna VonRueden Mark McNamer)	5:30pm
V. Finance/Committee (Don Phillips Brooke Limanen)	5:40pm
VI. Advancement/Development Committee (JJ Slag Nikki Calvin)	5:50pm

Strategic Discussions: Presentation and Feedback

1. Board Development (LaChelle Williams) <ul style="list-style-type: none">➤ Gap Analysis activity<ul style="list-style-type: none">i. Industry gaps? Leadership/Competency gaps? Diversity gaps?ii. Next steps: elevation and nomination process	6:00pm
2. Board meeting preference <ul style="list-style-type: none">➤ Discuss best meeting day and time	
VII. Open Business	6:45pm
VIII. Adjourn	7:00pm



HOPE 4 Youth Board of Directors

Meeting Minutes

Date: March 27, 2023

Time: 5:00 pm, Anoka County Sheriff's Office or Zoom

Board Members Present: Steve Nash, Stephan Spears, JJ Slag, Anna VonRueden, Don Phillips, Sue Woodard, Brad Konik, Linda Barnum, Julie Cole, Pat Chen

Board Members Absent: Paul Lenzmeier

Staff and Guests Present: LaChelle Williams, Mark McNamer, Nikki Calvin, Brooke Limanen, Mikaela Bartoo, Mica Bingel, Danielle Snider (minutes)

Minutes:

Call to Order

- The meeting was called to order at 5:04 pm by Steve Nash. Welcome to Mica and Mikaela, two staff members that are joining us for tonight's meeting.

Mission Moment (Mikaela Bartoo)

- Mikaela has been on staff for 10 months. She volunteered for 18 months before joining us as a staff member. James started coming to HOPE 4 Youth during one of Mikaela's first volunteer shifts. He had been actively struggling with severe mental health issues, substance abuse/addiction, and has actively slept outside for extended periods of time. James slept outside as he had experienced traumatic violence in shelter situations as a youth and adult. Additionally, James has lacked family support, has a criminal record, and a handful of other barriers. He was experiencing a lot of very heavy situations in his life. This January, he was 120 days sober and is now thriving. He started an internship at another treatment facility.

Approval of Agenda and Minutes

- Motion made by Pat Chen, seconded by Anna VonRueden, and the 1.30.23 minutes passed unanimously.
- Motion by Stephan Spears, seconded by Linda Barnum, and the approved agenda passed unanimously.

Update on Executive Committee (Steve Nash)

- Sue has agreed to stay on the board for another term. She has been on the Board the longest for HOPE 4 Youth. We are so appreciative of all she has brought and continues to bring to our organization. Congrats on your marriage and condolences on the passing of your father. Sue is taking a step into the background for this next season. Sue appreciates our support and is so grateful to continue alongside us.
- LaChelle is in the process of doing the annual Board 1:1s. She is confirming your desire regarding your board committee engagement. We appreciate your time and commitment.
- Our Board Reserve policy needs a vote of approval. We have updated the Board Reserve Policy. In this amendment we have removed the language on establishing the fund, added our Line of Credit (LOC) shift into the policy, and updated staff responsibility of maintenance and communication from the ED and Controller to the ED and Finance and Admin Specialist roles. The updated policy is in the board packet. Don shared that this policy change is fully supported by the Finance Committee.
- Motion made by Don Phillips, seconded by Pat Chen, and the Board Reserve Policy update was passed unanimously.
- LaChelle and Tanya will be annually reviewing all HOPE 4 Youth policies. In 2022 when we paid off HOPE Place, per the Board Reserve Policy, we approved the use of funds to pay off the facility, however, we omitted determining a plan for the repayment of those funds. We added a \$200,000 LOC but did not lay out a specific plan. We have three options: suspend repayment, transfer from our cash account (we are earning the same interest) or begin payment in 2023. The Finance Committee reviewed the options and recommended we suspend any repayment at this time. We did use \$150,000 of excess funds in 2022 to

purchase Treasury Bills. With the LOC, we meet the 3-month requirement of operations expenses. We need a vote on the recommendation to suspend any payment.

- Motion by Linda Barnum, seconded by Don Phillips, and payment suspension passed unanimously approved.
- Steve reminded the Board that our A Night 4 HOPE event is in April, so it is a big month for us. Please get the word out there. We moved to a bigger venue this year and it is coming up quickly.

Strategic Discussion: 2022 Program Outcomes (Mark McNamer)

- In 2022 we had 2,983 visits to our Drop-In Center. We saw 415 youth, 248 of which were new intakes. 269 youth received 928 hours of case management at our Drop-In Center. We made 354 referrals out to 71 other organizations. The full slideshow can be found in the Board Portal.
- HOPE Place served 27 youth. 17 exited HOPE Place and 10 successfully completed. 24 youth received 284 hours of case management. 48% were female, 45% were male, and 7% were non-binary. 52% were black, 26% white, 19% multi-racial, and 3% other. Mica shared that those that successfully completed the program were focused on job retention, mental health, and education.
- It was suggested that we focus on goals/metrics and track those trends. We want to be sure that what we are tracking is meaningful as we advance our metrics and measurements. What are we measuring it against? JJ suggested determining what our capacity is (staff, facility, resources, etc.) and identifying what success looks like for our unique situation. Julie noted that data should be driving insights. Insights should be actionable.
- In 2022, we had a 33% increase in youth visiting our Drop-In Center. 63% of youth learn about H4Y through a friend or family member. 59% of youth have had contact with us for less than a year. 18% of youth have had contact with us for one year. 32% of the youth we see are temporarily staying with friends/family. 31% are living on their own.
- Thus far, we have received responses from 52 youth (13% response rate) on the youth survey we have started doing. These surveys were done through a Google form, personal calls, texts, and face-to-face interactions as well. The goal moving forward is to systemize this into case management.
- Stephan noted that the youth outcomes slide is the first thing he has seen that has shown the impact. These are the first results like this that can be brought to potential partners, donors, etc.
- Anna suggested incentivizing this survey for those youth that complete it.
- 49 youth were served through our Housing Support Fund.
- Julie noted that we can easily cause confirmation bias. We need to ensure that we are collecting data in uniform/systemic ways to ensure consistent results.
- LaChelle shared that 3 of our 11 board members have lived experience. There are also currently five staff members with lived experience. These are powerful and important pieces of information.
- 61.6% of the youth we served were from Anoka County. There were also 24% from Hennepin County and 11% from Ramsey County.
- We were just selected by Anoka County as an FHPAP sub-grantee.
- Some Program areas of focus in 2023 are increasing case management hours, increasing the number of youth surveys, education, employment, mental health, outreach development, HOPE Homes development, lower turnover rates at HOPE Place, and increasing our community partnerships.
- Pat suggested collecting an NPS score during the surveys as well.

Executive Director Update (LaChelle Williams)

- We are fully staffed for the first time since LaChelle joined the team.
- There are several community groups happening at the DIC.
- There are some Anoka County grant opportunities available to us. The momentum of true partnerships is coming to fruition.
- We have received confirmation for ERC. It will come at the end of Q2, so we will see in the coming months.
- We are in full swing preparing for the Audit. Everything is uploaded. The Board will not see the audit until June due to the auditors' schedule. We are on the docket for February or March 2024.
- Things culturally feel good.
- Regarding our Facility Update, we are in the House bonding bill and have no news on the Senate. Plan B is to lease and renovate. Plan C is an anonymous non-profit partner.

Finance Committee (Don Phillips/Brooke Limanen)

- We currently have 10 months of cash on hand and are trending positively year to date.

Advancement/Development Committee (JJ Slag/Nikki Calvin)

- Donations are doing well. We are doing a lot with donor stewardship. We are now tracking first-time donors, as well as first-time donors that return to make a second gift.
- There is a new Donations Process in place. Mari is now determining best practices, updates, and how to best focus on the youth.
- There were seven new outreach engagements in February and March.
- Abby has been rebranding our social media to be less cluttered and more focused on the mission.
- 10 Years of Building HOPE messages on the website and social media.
- We are also focusing on special event strategies. There are several events led by HOPE 4 Youth, but there are also many other special events and community events that support our mission as well.
- A Night 4 HOPE
 - 185 tickets sold to date. Our goal is to seat 250.
 - Carlson Toyota moved from a Silver to Platinum sponsorship.
 - Our AN4H Committee is heavily involved. We are grateful for their continued partnership and wisdom.
 - Action Items:
 - Additional sponsors needed.
 - Invite guests to purchase a table/buy tickets.
 - Share on social media.
 - Silent Auction items
 - Board live auction items
 - Anna and JJ will champion this to kick off the live auction.
 - Don is going to connect with his contact at the Twins to secure memorabilia.

Open Business

- Steve shared that this is one of the best meetings he has ever had.

Adjourn

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

The meeting ended at 6:58 pm.

Respectfully Submitted,

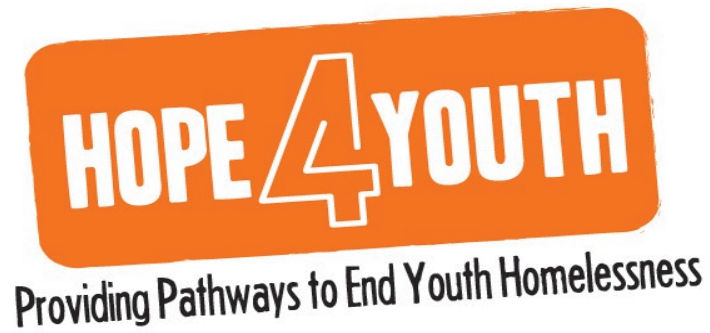
Danielle Snider, Administrative Coordinator

Action Items:

- Prioritize Youth Survey and consistency in data collection
- Include Youth Survey results in AN4H slide show
- Add number of staff/capacity to year over year comparisons. Number of youth per staff member? (FTEs?)
- Post for board members to share on social media

Upcoming Events:

- [A Night 4 HOPE](#) – April 22, 2023
- Heartland Tire Golf Tournament – August 21, 2023
- The Darkest Night 4K – September 16, 2023
- Hunt 4 HOPE – September 22, 2023
- Inspiring HOPE Breakfast – October 25, 2023
- Out of the Cold – November 16, 2023



Fiscal Year 2023
Financial Statements
as of April 30, 2023

Statement of Financial Position
April 2023

		Comments
Assets		
Cash and Cash Equivalents	541,757.42	
Board Designated Operating Reserve	258,310.57	
Building Fund	178,804.87	Will transfer to Building Campaign budget
Receivables	41,595.37	GRH, OEO, Rent
Prepaid Expenses	89,769.68	
Inventory	34,410.00	
Investments	189,514.30	Principal Investment and T-Bills
Property and Equipment, net	1,318,239.96	
Total Assets	2,652,402.17	
Liabilities		
Accounts Payable & Other Accrued Liabilities	85,234.97	Payroll liabilities
Total Liabilities	85,234.97	
Net Assets		
Unrestricted-Undesignated	2,371,081.29	
Unrestricted-Board Designated Operating Reserve	258,310.57	
Temporarily Restricted	15,934.94	Ratfield Scholarship
Current Year Net Surplus(Deficit)	(78,159.60)	
Total Net Assets	2,567,167.20	
Total Liabilities & Net Assets	2,652,402.17	

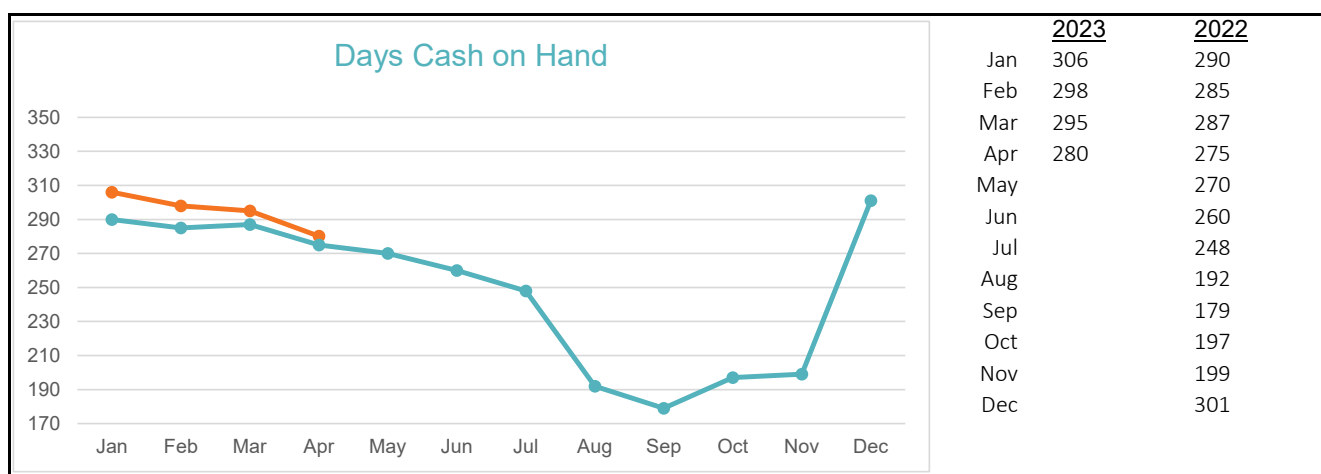
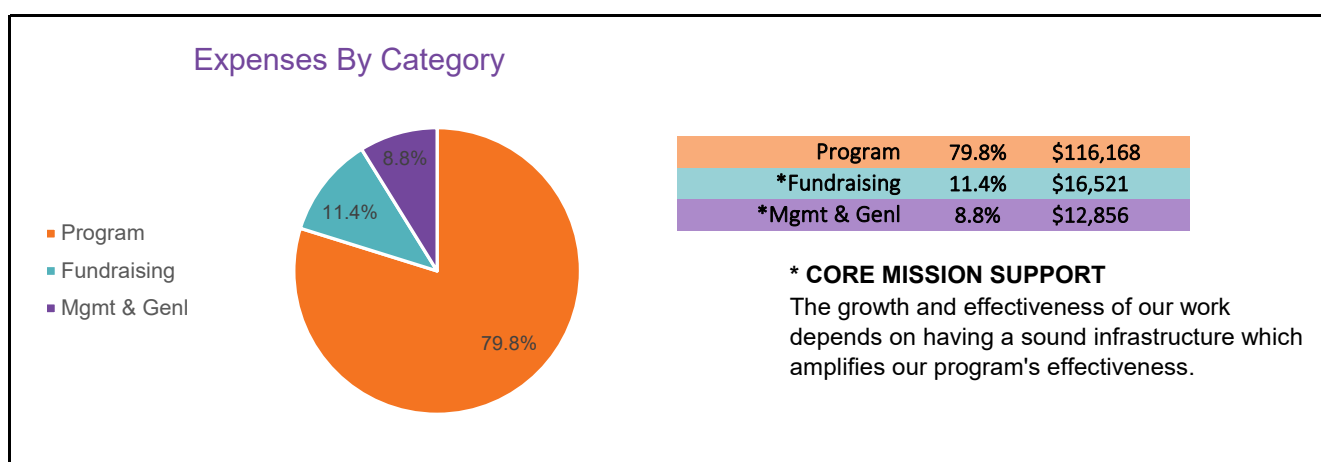
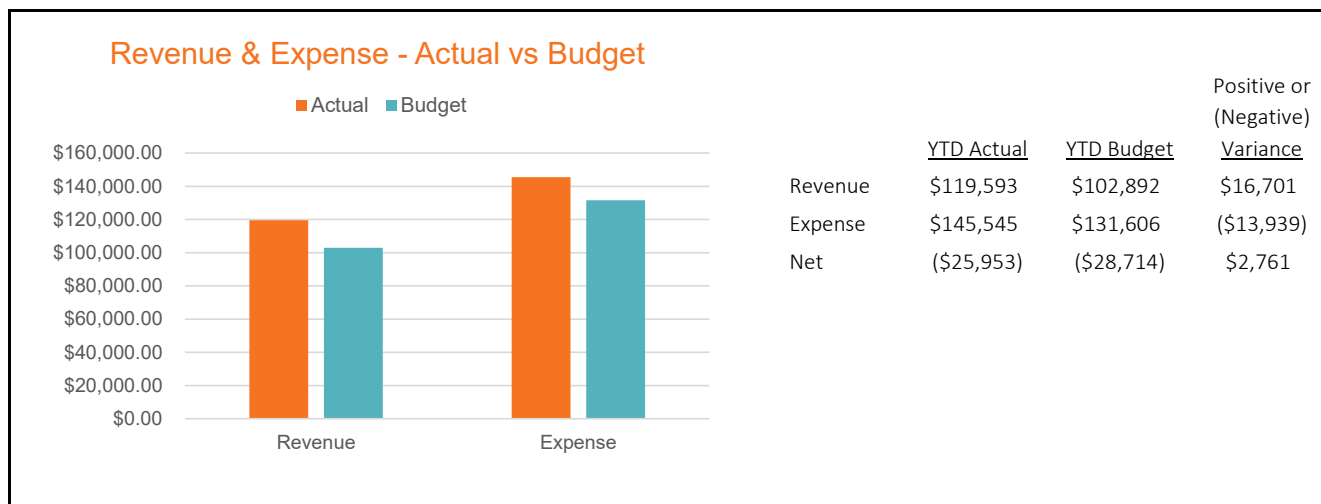
**Statement of Activity
April 2023**

			Actual to Budget	
	Actual	Budget	Variance	Act to Bud Variance Comments
Ordinary Income/Expense				
Income				
DONATIONS, GIFTS, & GRANTS	34,338.14	50,358.00	(16,019.86)	Individual donations down significantly, Corp lagging
INVSTMT INC & OTHR GAIN(LOSS)	4,100.12	2,161.99	1,938.13	
OTHER SUPPORT	21,509.32	11,217.00	10,292.32	Strong month for in-kind donations
PROGRAM SERVICE FEES	12,351.36	11,655.00	696.36	
SPECIAL EVENTS	47,293.86	27,500.00	19,793.86	Donations timing and transfer
Total Income	119,592.80	102,891.99	16,700.81	
Expense				
BUILDING & FACILITIES EXPENSE	10,581.56	8,968.00	1,613.56	Invoice received late for work done in January
CONTRACTED SRV & PROF FEES	18,519.75	18,466.00	53.75	
DEPRECIATION EXPENSE.	3,579.26	3,179.00	400.26	
INSURANCE.	2,975.75	2,875.00	100.75	
LICENSES-MEMBRSHPS-DUES-FEES	3,645.35	3,095.00	550.35	
PAYROLL, TAXES, & BENEFITS	77,872.05	72,887.00	4,985.05	Fully staffed - prepped for grant requirement
POSTAGE, MAILING, & DELIVERY	115.09	363.00	(247.91)	
PRINTING & PROMOTION EXPENSE	2,739.87	810.00	1,929.87	Impact reports, letterhead, etc
PROGRAM EXPENSES	23,953.71	20,077.00	3,876.71	
STAFF, BOARD, & VOLUTEER EXP	633.58	396.00	237.58	
SUPPLIES & MINOR EQUIPMT	634.59	200.00	434.59	
TRAVEL & TRANSPORTATION	294.79	290.00	4.79	
Total Expense	145,545.35	131,606.00	13,939.35	
Net Income	(25,952.55)	(28,714.01)	2,761.46	

Statement of Revenue and Expense
Fiscal Year 2023 - through April 30, 2023

	YTD Actual	YTD Budget	Over(Under) YTD Budget	Full Year Budget
<u>Revenue</u>				
Donations, Gifts, and Grants	242,571.83	268,659.00	(26,087.17)	1,175,000
Investment & Other Income	15,633.37	9,652.96	5,980.41	31,975
Inkind Contributions	45,545.12	39,918.00	5,627.12	140,000
Program Service Revenue	44,448.91	45,495.00	(1,046.09)	135,364
Special Events, net	125,207.30	106,500.00	18,707.30	235,000
	<u>\$473,406.53</u>	<u>\$470,224.96</u>	<u>\$3,181.57</u>	<u>\$1,717,339</u>
<u>Expense</u>				
Building and Facilities Expense	41,727.48	39,401.00	2,326.48	113,946
Contracted Srvs & Professional Fees	68,837.61	68,278.00	559.61	203,048
Depreciation Expense	13,404.44	12,716.00	688.44	37,811
Insurance	14,991.00	11,500.00	3,491.00	34,500
Licenses, Membrshps, Dues, & Fees	12,732.61	12,278.00	454.61	43,273
Payroll, Taxes, and Benefits	331,360.49	327,991.00	3,369.49	947,529
Postage, Mailing & Delivery	413.93	1,089.00	(675.07)	9,000
Printing and Promotion Expenses	3,823.24	7,440.00	(3,616.76)	15,720
Program Expenses	57,756.30	75,860.00	(18,103.70)	271,035
Staff, Board, & Volunteer Expense	2,862.75	5,397.00	(2,534.25)	22,100
Supplies and Equipment	2,708.19	2,550.00	158.19	10,500
Travel and Transportation	948.09	1,160.00	(211.91)	3,600
	<u>\$551,566.13</u>	<u>\$565,660.00</u>	<u>(\$14,093.87)</u>	<u>\$1,712,062</u>
Net Surplus(Deficit)	<u>(\$78,159.60)</u>	<u>(\$95,435.04)</u>	<u>\$17,275.44</u>	<u>\$5,277</u>

HOPE 4 Youth Financial Dashboard - April 2023



Board Development Exercise

Conduct a 'Gap Analysis' with board through a brainstorming exercise. Prior to exercise staff was assigned goal of identifying perceived gaps. Board goal is to confirm and add to identified gaps and brainstorm outreach opportunities for board development.

1. Industry gap

Review current industry representation of existing board of directors. What industries are missing? What industries do we need to add to support our new strategies for the year?

2. Competency gap

Review current board competencies. What skill set is missing? What skills do we need to meet the needs of the strategies for the year?

3. Leadership gap

Who are the leaders in the community, who are we missing? Who do we know that has a connection to this/these individuals? What is the best way to approach them?

Next steps

- A. Bring forward nominations of individuals to support gaps/opportunities
- B. Vet nominees with board nomination committee/executive committee
- C. Determine person to make ask
- D. On-board new board member



Providing Pathways to End Youth Homelessness

Program Snapshot March 2023

HOPE 4 Youth Drop-In Center Youth Statistics

168

Drop-In Center
Visits

Children Visits = 49
Total Visits = 217
YTD Visits = 500

102

Unique
Youth

Children = 33
YTD Youth = 178
Under 18 = 3

18

New Intakes
YTD = 50

DIC Community Referrals

Employment	1
Emergency Shelter	1
Housing Referral	15
Mental Health Referral	3
Other	1
Social Service Provider	20

On-Site Provider Visits = 1

Case Management Services – All Programs

**80 Youth Received 97.75 Hours
of Case Management Services**

DIC: 72 (71%) - youth received CM
DIC: 98 (96%) - youth received basic needs supports

Drop-In Parenting Youth

Number of Children Visits = 49
Youth w/Children present = 33 (32%)
Baby Products Provided = 46

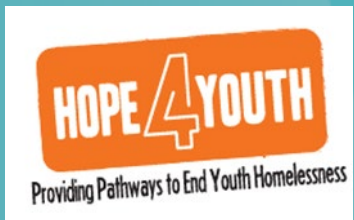
HOPE Place Youth Statistics - 12 youth served

1 open unit, 1 move out
4 residents continue to work on a career path (airport staff, restaurant industry, education, nursing)
6 residents are working (4 FT, 2 PT)
2 enrolled basic education classes
1 enrolled in FT HS
2 have started community college (both going full time and working full time)

Career Force Sessions at HP: 5 residents engaged in 10 1:1 contacts, 3 residents attended workshop

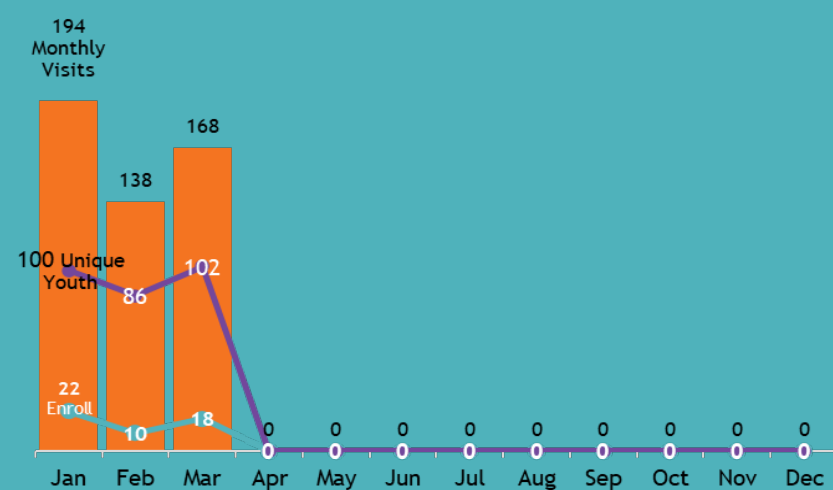
Drop-In Center On-Site Resources

Transportation supports =	10
Amount of transportation supports =	\$170
Food Shelf Visits =	150
Clothing Closet Visits =	75
Hygiene Closet Visits =	139
Meals Eaten =	94

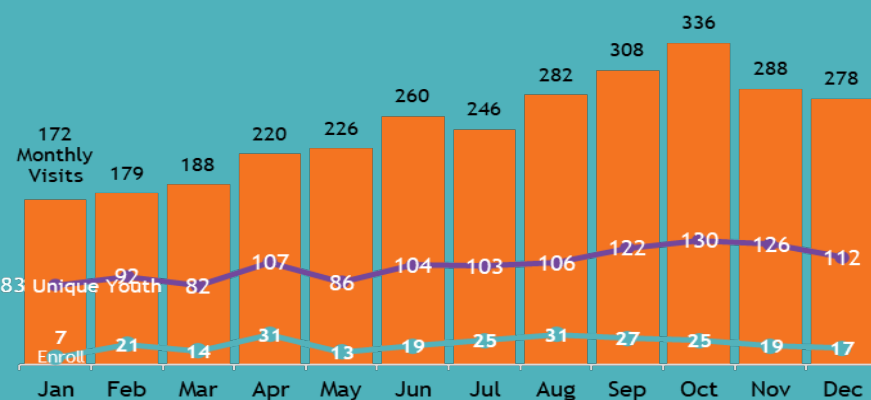


Year Over Year DIC Data Individual Youth Visits New

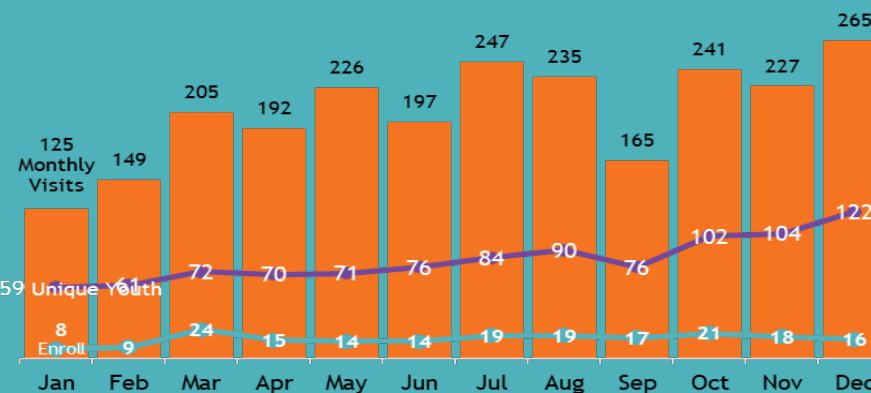
2023



2022



2021





Providing Pathways to End Youth Homelessness

Program Snapshot April 2023

HOPE 4 Youth Drop-In Center Youth Statistics

230

Drop-In Center
Visits

Children Visits = 53

Total Visits = 283

YTD Youth Visits = 730

108

Unique
Youth

YTD Youth = 214

Under 18 = 2

18

New Intakes

YTD = 69

DIC Community Referrals

Employment	9
Emergency Shelter	5
Housing Referral	1
Mental Health Referral	4
Other	8
Social Service Provider	35

On-Site Provider Visits = 2

Case Management Services – All Programs

82 Youth Received 130.75
Hours of Case Management
Services

DIC: 71 (66%) - youth received CM

DIC: 100 (93%) - youth received basic needs supports

Drop-In Parenting Youth

Number of Children Visits = 53
Youth w/Children present = 22 (20%)
Baby Products Provided = 65

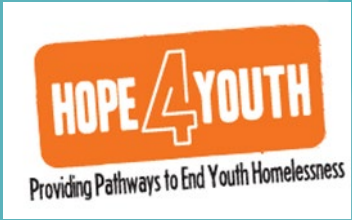
HOPE Place Youth Statistics - 11 youth served

1 open unit, 1 move out, 1 move in
4 residents continue to work on a career path (airport staff, restaurant industry,
education, nursing)
7 residents are working (5 FT, 2 PT)
2 enrolled basic education classes
1 enrolled in FT HS
3 attending college

Career Force Sessions at HP: 4 residents engaged in 8 1:1 contacts, 2 residents
attended workshop

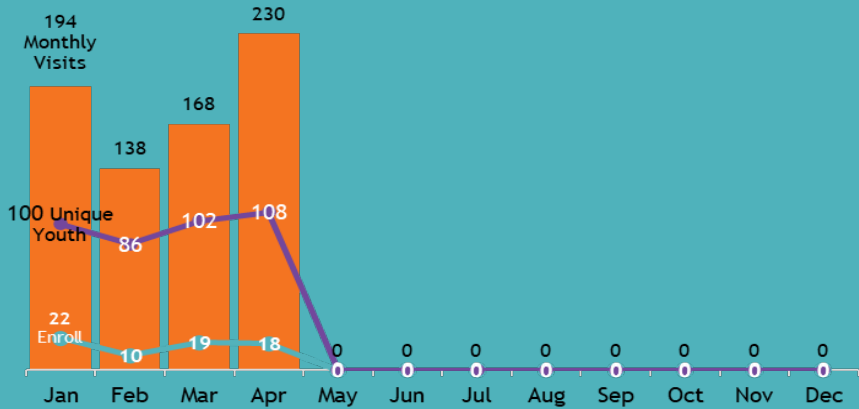
Drop-In Center On-Site Resources

Transportation supports =	14
Amount of transportation supports =	\$230
Food Shelf Visits =	183
Clothing Closet Visits =	96
Hygiene Closet Visits =	170
Meals Eaten =	106

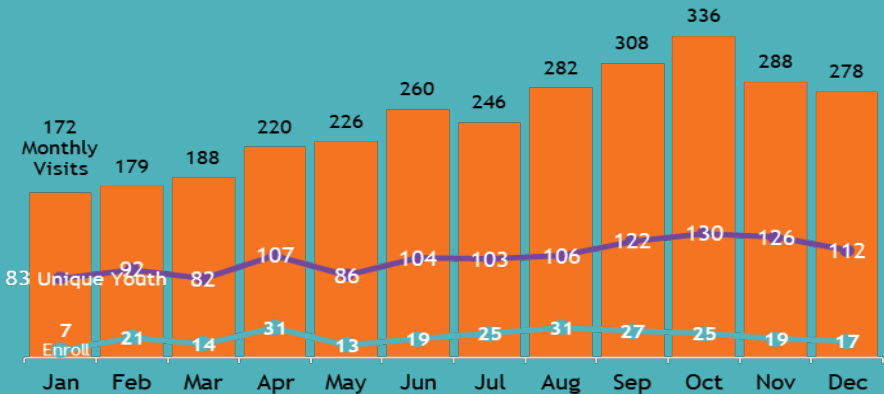


Year Over Year DIC Data
Individual Youth
Visits
New

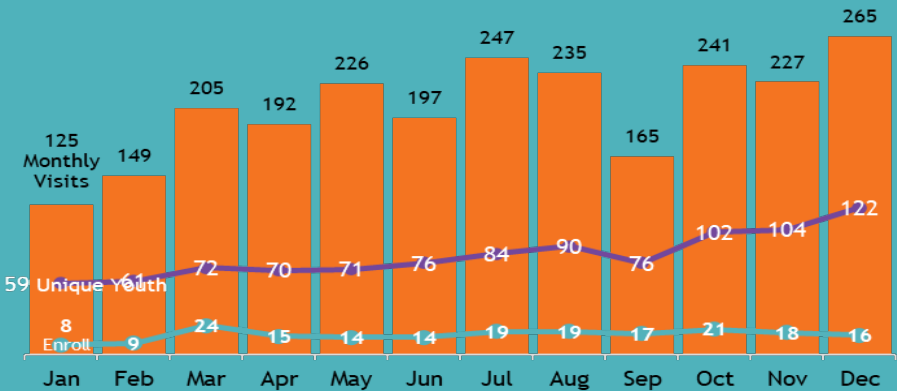
2023

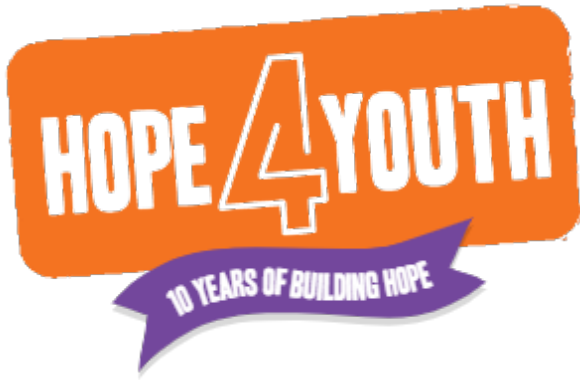


2022



2021



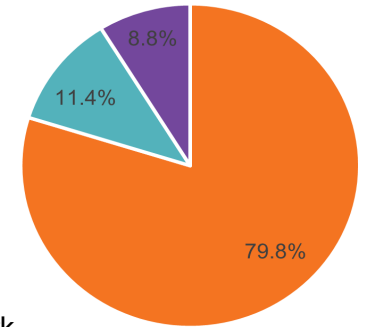


FINANCE SNAPSHOT

APRIL 2023

Expenses By Category

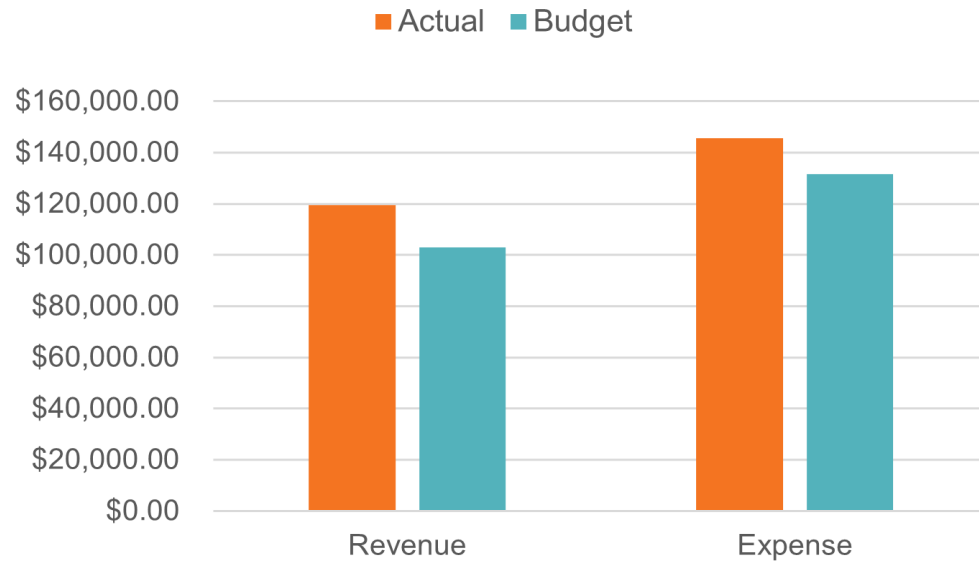
Program	79.8%	\$116,168
*Fundraising	11.4%	\$16,521
*Mgmt & Genl	8.8%	\$12,856



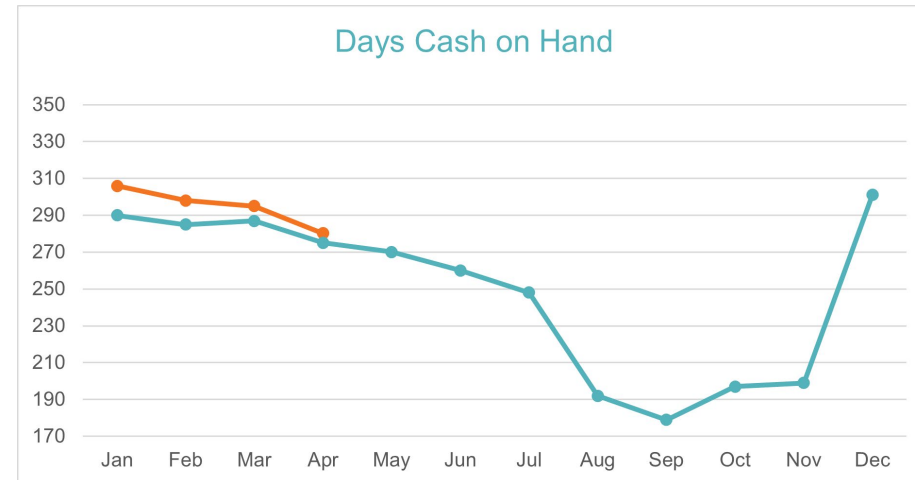
* CORE MISSION SUPPORT

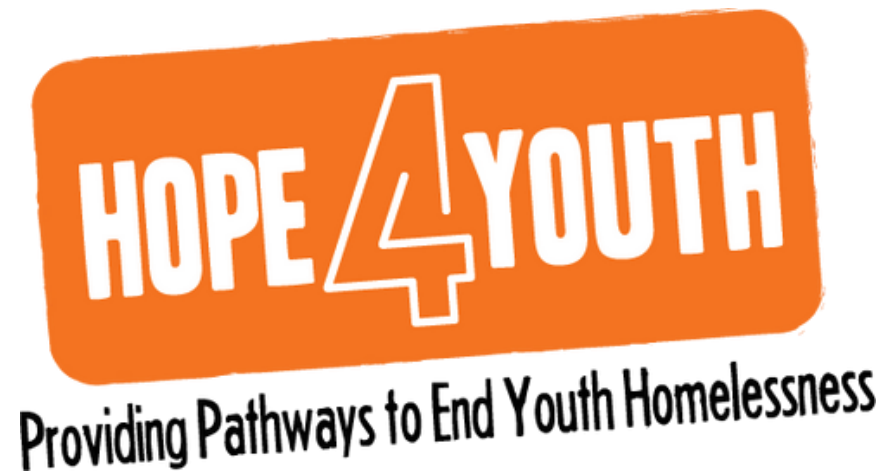
The growth and effectiveness of our work depends on having a sound infrastructure which amplifies our program's effectiveness.

Revenue & Expense - Actual vs Budget



Days Cash on Hand





ADVANCEMENT SNAPSHOT MARCH 2023

VOLUNTEER AND IN KIND DONATIONS

462
Total Hours

1,068 pounds of Food Donated
317 pounds of Clothing Donated
13 New Volunteers
5 Donation Drives Completed

DONATIONS: \$124,624.79

Up \$55,397.02 from March 2022

\$10,808.52	Individuals
\$13,116.32	Civic & Faith Based, Small Business
\$7,028.67	Corporations
\$55,000.00	Foundations
\$38,671.28	Events

NEW DONORS

22
New donors gave
\$9,833.80

14%
New donors
making a second gift

SOCIAL MEDIA STATISTICS

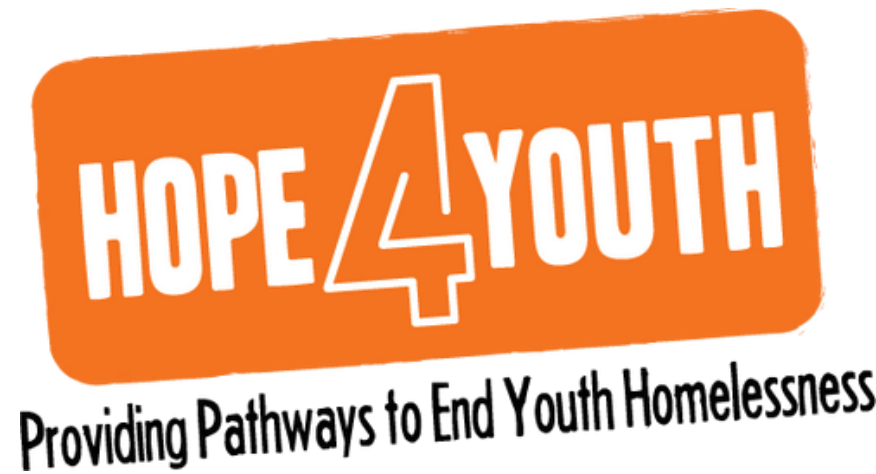
38,386	1,745	444.13	70
Impressions	Engagement	Average Reach	# of Posts
<i># of times content appears in front of user.</i>	<i># of times a user saved, commented, reacted, shared, or clicked on content.</i>	<i>Average # of unique users per post</i>	

SPECIAL ADVANCEMENT UPDATES

New Community Partners: The Drawer, Books for Better MN,
Period Kits and Bras for Girls
Designed and printed 2022 Annual Impact Report

Grants Submitted and Approved:

- FHPAP - Received additional allotment for May 1 - Sept 30 - \$30,100
- Legislative Rapid Rehousing for June 1 - Sept - \$25,000



ADVANCEMENT SNAPSHOT APRIL 2023

VOLUNTEER AND IN KIND DONATIONS

571
Total Hours

2,247 pounds
912 pounds
3
13

of Food Donated
of Clothing Donated
New Volunteers
Donation Drives Completed

DONATIONS: \$118,738.25

Down \$3,676.02 from April 2022

\$20,152.80	Individuals
\$2,310.75	Civic & Faith Based, Small Business
\$4,374.62	Corporations
\$0.00	Foundations
\$91,900.08	Events

NEW DONORS

118
New donors gave
\$31,671.28

21%
New donors
making a second gift

SOCIAL MEDIA STATISTICS

59,642	3,821	513.04	101
Impressions	Engagement	Average Reach	# of Posts
<i># of times content appears in front of user.</i>	<i># of times a user saved, commented, reacted, shared, or clicked on content.</i>	<i>Average # of unique users per post</i>	

SPECIAL ADVANCEMENT UPDATES

New Community Partners: Blaine Baseball

Completed A Night 4 HOPE raising over \$170,000

Grants Awarded

- \$20,000 ECMC GO Grant
- Open Your Heart to the Hungry and Homeless for replacing the steam dryers at the DIC