



## BOARD OF DIRECTORS MEETING

Monday, February 3, 2025

5:00pm – 7:00pm

Meeting Location: Anoka County Sheriff's Office  
(If needed, virtual/call in within body of invitation)

### AGENDA

### TIME

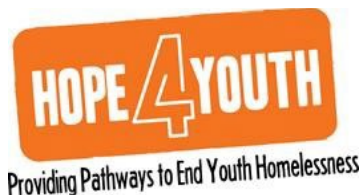
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|------|---|--------|
| I.   | Call to Order (Julie Cole)                                    | 5:00pm |
|      | • Welcome and introduction – H4Y Event most excited to attend |        |
| II.  | Mission Moment (Linda Barnum)                                 | 5:10pm |
| III. | Chairman's Report (Julie Cole)                                | 5:15pm |
|      | • Approval of Minutes   |        |
|      | ○ Questions, discussion, removal                              |        |
|      | • Confirmation of Agenda                                      |        |
|      | • Update on Executive Committee                               |        |

### Operational updates: Presentation and Feedback

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|------|--|--------|
| IV.  | 2024 Success   2025 Road Map – A quick recap (LaChelle Williams)           | 5:30pm |
| V.   | Finance/Committee Update (Brooke Limanen   James Lyght)                    | 5:45pm |
| VI.  | Board Development Ideation and Discussion (Julie Cole   LaChelle Williams) | 5:55pm |
| VII. | Advancement Update (Nikki Calvin   Paul Moore)                             | 6:10pm |

<b>Open Business</b>	6:30pm
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<b>Adjourn</b>	7:00pm
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# HOPE 4 Youth Board of Directors

## December and Annual Meeting Minutes

Date: Monday, December 2, 2024

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

Board Members Present: Pat Chen, Brad Wise, Paul Moore, Liz Cook, Jame Lyght, Linda Barnum, Anna VonRueden, Krista Benjamin, Brad Konik, Don Phillips, Julie Cole

Board Members Absent: JJ Slag, Steve Nash, Sue Woodard

Staff and Guests Present: LaChelle Williams, Mark McNamer, Nikki Calvin, Brooke Limanen, Breanne Patton

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### Minutes:

#### Call to Order

- The meeting was called to order at 5:00 pm by Anna VonRueden.

#### Mission Moment (Julie Cole)

- Julie shared her experience connecting with youth out in the community about HOPE 4 Youth and the services our organization provides to young adults. Her involvement with HOPE 4 Youth propelled her to reach out to the youth and give them HOPE 4 Youth's business card with information about the HOPE 4 Youth Center.
- During the meeting, HOPE 4 Youth business cards were given to the Board Members.

#### Approval of Agenda and Minutes

- **Motion made by Linda Barnum, seconded by James Lyght and passed unanimously to approve September 23, 2024 minutes.**
- **Motion made by Julie Cole, seconded by Paul Moore, and passed unanimously to confirm the agenda.**

#### Board Executive Committee Update (Anna VonRueden)

- Anna congratulated Liz on becoming a principal at CLA. Liz is part of the Finance Committee.
- Anna thanked everyone for meeting with LaChelle and completing their 1:1 meetings. Anna commented on the great growth and stability of the organization this year. She expressed her appreciation to everyone on the Board of Directors.
- Next year, the Board will be looking to add 3 to 4 new members. Prospective Board Members should be passed along to LaChelle.
- Committees have been reviewing objectives and ways they can advance HOPE 4 Youth's mission in 2025.
- The Annual Meeting will take place after the Board of Directors December Meeting. Anna explained what happens at the Annual Meeting.

#### Building Project and Operations Update (LaChelle Williams)

- **Closing Out 2024 – A Quick Recap**
  - New Facility - Building HOPE Project:
    - There are conversations with lots of community leaders. LaChelle thanked Krista for introducing HOPE 4 Youth to Carrie Mikkonen, Community and Economic Development Representative at Connexus Energy.
    - There's a continued focus on Blaine, Fridley and potentially Coon Rapids.
    - There has been great progress with Blaine. HOPE 4 Youth is working with owners in Blaine on a couple of parcels. The City of Blaine gave approval for an office setting.
    - HOPE 4 Youth has reconnected with DEED.
    - Julie asked for clarification on what LaChelle meant by parcels. LaChelle explained a parcel could be an existing building part of an REA or be built from the ground up.

- The naming campaign for the new building will kick off in Q1 of 2025.
- Operations:
  - LaChelle shared similar feelings to Anna that while things are moving fast for the organization, there is still a sense of stability.
  - LaChelle commented on the new grants HOPE 4 Youth has applied for and applauded the Program Team for their commitment to incorporating the grant requirements into their daily work.
  - The Youth Advisory Committee has given input in remodeling the HOPE 4 Youth Center and HOPE 4 Youth events.
  - Every HOPE 4 Youth team is engaging in L10 meetings.
  - Risk management has moved from the assessment process and onto the mitigation process of critical and severe issues. HOPE 4 Youth has met with 3 law enforcement agencies within the areas we serve and heard their feedback on how to mitigate risk. HOPE 4 Youth is rolling out a new camera system at HOPE Place with the support of Converjint, who will be completing the installation.
  - The organization is working on filling open positions. Currently, there is an open spot for the Youth Outreach Coordinator role; we are waiting for a response from a candidate. The HOPE Place Supervisor role is also open.

#### **Program Update (Mark McNamer/Pat Chen)**

- Mark attended a City Council Meeting in Columbia Heights. HOPE 4 Youth received a proclamation for our service in preventing youth homelessness.
- The HOPE 4 Youth Center held a Thankful Feast on Wednesday, November 27, 2024. There were 57 youth in attendance; 5 of the youth brought a guest. There were also 9 children, 6 new intakes, 8 volunteers, 4 staff and 1 intern at the event. During the event, 28 gift cards were given out. Compassion Church/Coffee helped facilitate the event.
- Staff Appreciation:
  - Mark received feedback from the HOPE 4 Youth Center team on what they would like for an appreciation gift. Here are their ideas:
    - A massage therapist for their Wellness Day in January
    - Office décor as they are doing office updates
    - Keurig machine for coffee and hot chocolate
    - Healthy snacks
  - Paul asked how many full time staff members HOPE 4 Youth has.
  - Mark thanked the Board of Directors for asking staff for their feedback on what type of appreciation gift they wanted. Staff appreciated the Board of Directors welcoming their ideas.
  - Krista shared that Connexus does a Member Service week where they pick themes and send emails to their members. She suggested that Board Members send thank you emails to staff.
- The Program Team has done a lot of work around data compliance for the FHPAP Anoka County grant. Compliance for government funding is new to HOPE 4 Youth.
- To limit physical paperwork on youth, the Program Team has been working on uploading digital files into Client Track.
- The HOPE 4 Youth Center is seeing more high school age youth coming through the door.
- HOPE 4 Youth has to submit bi-annual reports to Anoka County on how many youth we connect with via the school systems.
- Mark attended the Heading Home Anoka Housing Collaborative and learned there was a decrease in the number of evictions going to court through Anoka County. He likes to think HOPE 4 Youth had a part in that decrease.
- Mark acknowledged the issue of food insecurity the organization faces, but he's hoping with HOPE 4 Youth's new partnership, Hope for the Community, we'll be able to get food for the pantry at the HOPE 4 Youth Center. Hope for the Community will also provide HOPE 4 Youth with two coolers and a freezer for the HOPE 4 Youth Center. Mark thanked Paul for connecting HOPE 4 Youth with Dr. Alan Goracke, the President and Founder of Hope for the Community.
- A partnership has been established with Costco. Costco will be used to buy bulk or higher cost items.
- Mark spoke about the Youth Navigator role. There were regular connections with 14 schools. 340 youth were reached through outreach events. There was a 100% increase in the number of under the age of 18 youth served.

- Through FHPAP, 57 youth were reached through outreach, 36 (17 singles and 19 families) received housing support, 20 additional youth received support through internal funds, and \$115,000 was provided in rent support.

#### **Financial Report (Brooke Limanen/Don Phillips)**

- Don stated financials are on track; we are going to end up with a surplus. As an organization, we have a healthy position of cash flow and reserves. Don mentioned how important government grants are in funding the programming provided to youth.
- LaChelle noted 87.9% of our budget goes toward Program. Three years ago, 72% of HOPE 4 Youth's budget went toward Program.

#### **Advancement Update (Nikki Kalvin)**

- Q4 Events Follow Up (Clays 4 Youth, The Darkest Night 4K and Out of the Cold):
  - Clays 4 Youth:
    - The event was a success; the team is already looking for how to move forward and improve next year's event, which will be held on September 9, 2025.
  - Out of the Cold:
    - Oak View Middle School students educated their community on the work HOPE 4 Youth does. They had a hallway filled with posters about youth homelessness and the services HOPE 4 Youth provides. Next year's event at the school is pending district approval.
    - There were Out of the Cold locations at the Anoka Sheriff's Office and the HOPE 4 Youth Center. At the HOPE 4 Youth Center donations were processed in real time. The Blaine Police Department also held a drive for 3 hours.
- Upcoming HOPE 4 Youth Events and Board Ask:
  - We are in the middle of the Annual Appeal.
  - Thursday, December 5, 2024 is the Donor Event. It's taking place at the Heart of the City (upstairs from the HOPE 4 Youth Center) from 4-6pm.
  - Holiday Wish Lists are coming together. There were over 200 youth who participated in the program and were matched with community members. The HOPE 4 Youth Center will be open every Saturday in December for Holiday Wish List drop-offs. Holiday Wish List gifts are being distributed as they come in.
- 2024 Highlights/Initiatives:
  - Volunteerism:
    - There were 45 regular weekly volunteers at the HOPE 4 Youth Center. Julie asked how the volunteers are recognized for their work. Nikki stated more information will be coming at the next Board Meeting.
  - Community Outreach:
    - We had 14 Volunteer Ambassadors that represented HOPE 4 Youth in the community at events; 2024 was the pilot year.
  - Partnerships:
    - Community partners can bring 25 employees to HOPE 4 Youth for onsite volunteer work. Onsite groups created frozen meals, made various kits and crafted blankets.
  - Marketing:
    - HOPE 4 Youth has partnerships with Fox9, Kare11 and Bob FM.
    - Each month posts will be made around a certain theme. The themes were decided at the 2025 Team Retreat.
    - Pat asked if we contract out for video work and marketing. Nikki shared our organization contracts out for video work but not marketing. The video work is calculated in the budget.

#### **Annual Meeting**

- **Slate of Officers (Vote Required)**
  - The following Slate of Officers have been recommended: Julie Cole as Chair, Krista Benjamin as Vice Chair, Treasurer as James Lyght and Secretary as Linda Barnum.
  - **Motion made by Pat Chen, seconded by Don Phillips, and passed unanimously to approve the Slate of Officers.**
- **2025 Committee Chairs**
  - The 2025 Committee Chairs were shared with the Board of Directors.
    - Julie is the Executive Committee Chair.
    - Paul is the Development Committee Chair.
    - James is the Finance Committee Chair.

- Pat is the Program Committee Chair.
  - Steve will remain the chair on the Building Committee in 2025.
  - Sue will remain the chair on the Strategic Steering Committee in 2025.
- **Bylaw Updates (Vote Required)**
  - Updates to the Bylaws:
    - Board Chair will not be required to attend the Finance Committee.
    - The Nominating Committee will meet quarterly to discuss new Board Members.
  - **Motion made by Julie Cole, seconded by Pat Chen, and passed unanimously to approve the 2025 Bylaws.**
- **2025 Proposed Budget (Vote Required)**
  - Don commented on how well projected and doable the budget is. The goal is to have a surplus, which we are predicting.
  - We are planning for a 3.7% increase in the overall revenue generation.
  - We are realizing a 15.4% increase with \$234,000 moved into the Building Fund.
  - We are anticipating a 21.5% increase in funds from donations, gifts and grants.
  - LaChelle reviewed the details of fundraising goals and percentages of change. See the Budget Narrative and Assumptions for Fiscal Year 2025.
  - It is projected an 8% increase in Program Service Revenue.
  - It was noted that In-Kind donations do not impact the surplus.
  - HOPE 4 Youth will continue to monitor the T-Bill investment option.
  - We went through the list of expenses, which include the following:
    - Building and Facilities Expense
    - Contracted Services like MACC, Security and IT, Anoka County Career Force and Audit Expense
    - Insurance
    - Licenses, Memberships, Due and Fees
    - Payroll:
      - Last year's budgeted salary ratio was 58% but this year, we are down two points at 56%. While this might seem high, it is tied to case management/one-on-one support services.

#### **Open Business (Anna VonRueden)**

- None

#### **Adjourn**

- **Motion to adjourn was made by Linda Barnum, seconded by Julie Cole, and approved unanimously.**

The meeting ended at 6:35 pm.

Respectfully Submitted,

Breanne Patton, Administrative Coordinator

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#### **Action Items:**

- Prospective Board Members should be passed along to LaChelle.

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#### **Upcoming Events:**

- Donor Appreciation Event: Thursday, December 5

# 2025 GOVERNING BOARD MEETING SCHEDULE

## MONDAY 5 PM - 7 PM

**MISSION:** Provide pathways to end youth homelessness

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



## 2025 Board Calendar

### January

- Second Thursday of the Month – Development Committee
- Second Friday of the Month – Program Committee
- Third Monday of the Month – Executive Committee
- Third Wednesday of the Month – Finance Committee

### February

- February - audit prep
- Second Thursday of the Month – Development Committee
- Third Monday of the Month – Executive Committee
- Third Wednesday of the Month – Finance Committee
- Fourth Wednesday of the Month – Strategic Steering Committee
- No Meeting – Program Committee
- Third week – audit fieldwork
- **2.3.25 Board Meeting**
- **2.8.25 Open House (10am-12pm)**

### March

- Second Thursday of the Month – Development Committee
- Third Monday of the Month – Executive Committee
- Third Friday of the Month – Program Committee
- Fourth Wednesday of the Month – Strategic Steering Committee
- Email confirmation connection – Finance Committee
- **3.24.25 Board Meeting**

### April

- TBD – Board Development Strengths Workshop
- Second Thursday of the Month – Development Committee
- Third Monday of the Month – Executive Committee
- Third Wednesday of the Month – Finance Committee
- Fourth Wednesday of the Month – Strategic Steering Committee
- No Meeting – Program Committee

### May

- Second Friday of the Month – Program Committee
- Third Monday of the Month – Executive Committee
- Second week on Monday – EC and FC – Audit presentation
- Fourth Wednesday of the Month – Strategic Steering Committee
- No Meeting – Development Committee
- Email confirmation connection – Finance Committee
- **5.3.25 A Night 4 HOPE (starts at 5pm)**
- **5.19.25 Board Meeting**

### June

- Second Thursday of the Month – Development Committee
- Third Monday of the Month – Executive Committee
- Third Wednesday of the Month – Finance Committee
- No Meeting – Program Committee
- Fourth Wednesday of the Month – Strategic Steering Committee
- **6.7.25 Open House (details to follow)**



## July

- Second Friday of the Month – Program Committee
- Third Monday of the Month – Executive Committee
- Fourth Wednesday of the Month – Strategic Steering Committee
- No Meeting – Development Committee
- Email confirmation connection – Finance Committee
- **7.28.25 Board Meeting**

## August

- Second Thursday of the Month – Development Committee
- Third Monday of the Month – Executive Committee
- Third Wednesday of the Month – Finance Committee
- No Meeting – Program Committee
- Fourth Wednesday of the Month – Strategic Steering Committee
- **8.25.25 Heartland Tire Golf Classic (details to follow)**

## September

- Second Thursday of the Month – Development Committee
- Second Friday of the Month – Program Committee
- Third Monday of the Month – Executive Committee
- Fourth Wednesday of the Month – Strategic Steering Committee
- Email confirmation connection – Finance Committee
- **9.9.25 Clays 4 Youth**
- **9.22.25 Board Meeting**
- **9.28.25 Hunt 4 HOPE**

## October

- TBD - Board Retreat
- Third Monday of the Month – Executive Committee
- Third Wednesday of the Month – Finance Committee
- Fourth Wednesday of the Month – Strategic Steering Committee
- No Meeting – Development Committee
- No Meeting – Program Committee
- Fourth Wednesday of the Month – Strategic Steering Committee
- **10.3.25 The Darkest Night 4K (details to follow)**
- **10.18.25 Hops 4 HOPE (details to follow)**

## November

- Second Thursday of the Month – Development Committee
- Second Friday of the Month – Program Committee
- Third Monday of the Month – Executive Committee
- Third Wednesday of the Month – Finance Committee
- Fourth Wednesday of the Month – Strategic Steering Committee
- **11.20.25 Out of the Cold (details to follow)**

## December

- **12.1.25 Board Meeting; Annual Meeting**



# **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 five (25) 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

without Executive Committee approval. 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. During the time of the Building HOPE Project, the Building Committee Chair will also serve on the Executive Committee. Once the building is constructed and opened, the board of directors will conclude the participation of the Building HOPE Committee Chair.

*(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 the Treasurer, Executive Director, and at least one other individual who is either a current member, has been a past member or is arepresentative 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 represented by the Executive Committee of HOPE 4 Youth and shall be chaired by the Immediate Past Chair. 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 general board of directors of its nominees on a quarterly basis or as needed.

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. Program 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.

#### Section 6.8 Advisory Committee

The Advisory Committee shall consist of individuals from the community who believe in the HOPE 4 Youth mission and will provide specialized expertise needed to fulfill the mission. They can provide important duties such as fundraising, community advocacy and program enhancement. The advisory board may meet up to quarterly to obtain an organizational update and to determine where they can support the mission objectives. This committee does not have fiduciary responsibility to the organization. They do have an important voice but does not vote. These roles can be past board members who have met their terms, candidates to fill future board seats, and/or thought leaders within the community HOPE 4 Youth serves.

### 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 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 the purpose of such deposit, any person to whom such power is so delegated may endorse, assign and deliver checks, drafts, and other orders for the payment of money which are payable to the order of HOPE 4 Youth.

#### ARTICLE 9: INDEMNIFICATION

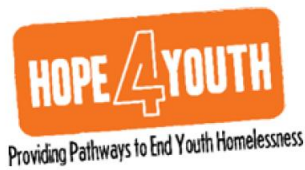
The corporation shall indemnify, and make advances of reasonable expenses to each director, officer, and employee of the corporation, whether or not then in office or employed by the corporation, to the fullest extent prescribed by Minnesota Statutes, Section 317A.521. The corporation shall not indemnify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



# HOPE 4 Youth

Member of the Board of Directors (BOD)  
Role Description and Expectations

The mission of HOPE 4 Youth is providing pathways to end youth homelessness.

## **The following are the responsibilities of the BOD:**

- Advocating for the mission and purpose of the organization
- Strategic planning to advance the mission to end youth homelessness
- Ensuring strong fiduciary oversight and financial management
- Fundraising
- Promoting HOPE 4 Youth's engagement opportunities with the community
- Selecting and evaluating the performance of the Executive Director
- Assessing its performance as the governing body of HOPE 4 Youth

## **Expectations of Individual Board Members**

Each board member is expected to:

- Know HOPE 4 Youth's mission, policies, programs, and needs
- Read and review HOPE 4 Youth financial statements
- Serve as an active advocate and ambassador for HOPE 4 Youth
- Leverage connections, networks, and resources to develop collective action to fully achieve the HOPE 4 Youth mission
- Give a meaningful personal financial donation
- Help identify personal connections which can benefit HOPE 4 Youth fundraising and reputational standing, and can influence public policy
- Prepare for, attend, and conscientiously participate in board meetings and events
- Actively participate in minimally one board committee: Executive, Finance, Program, Development, Strategic Steering Committees, or Building Committee

## **Board members are required to:**

- Follow HOPE 4 Youth bylaws, policies, and board resolutions
- Sign an annual conflict-of-interest disclosure and update it during the year, if necessary, as well as disclose potential conflicts before meetings and conflicts during meetings
- Maintain confidentiality about all internal matters of HOPE 4 Youth

## **Board Terms, meetings, and time commitment:**

- HOPE 4 Youth Board Members will serve a three-year term to be eligible for reappointment for one additional term.
- Board meetings are currently on the 4th Monday of the month in January, March, May, July, September, and December, from 5-7p.m.
- Board Committees meet monthly with flexible telepresence schedules

### EXECUTIVE COMMITTEE

**Objectives:**

- Oversee, monitor, and support the performance of the Executive Director
- Ensure the organization's strategic plan is operationalized and monitor for performance
- Oversee funding vision of new facility

### BOARD NOMINATING COMMITTEE

**Objectives:**

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

### DEVELOPMENT COMMITTEE

**Objectives:**

- Ensure transformational relationships with community experts are cultivated
- Oversee fundraising opportunities per 2025 Operating Plan

### STRATEGIC STEERING COMMITTEE

**Objectives:**

- Ensure viable Risk Management Plan is in place and executed
- Begin research and discussion/planning for the 2027-2029 Strategic Plan
- Provide guidance with succession planning

### GOVERNING BOARD

**Objectives:**

- Strategic and fiduciary oversight
- Advocacy and promotion of mission priorities

### FINANCE COMMITTEE

**Objectives:**

- Oversee the financial health of the organization
- Manage the annual audit with support and review
- Observe and report on economic trends and external factors and how they impact HOPE 4 Youth

### PROGRAM COMMITTEE

**Objectives:**

- Ensure transformational relationships with community experts are cultivated
- Oversee program opportunity improvements per 2025 Operating Plan

## **EXECUTIVE COMMITTEE**

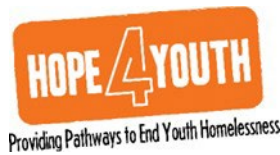
### **Objectives:**

- Oversee, monitor, and support the performance of the Executive Director
- Ensure the organization's strategic plan is operationalized and monitor for performance
- Oversee funding vision of new facility

## **BUILDING HOPE PROJECT COMMITTEE**

### **Objectives:**

- Provide support to the HOPE 4 Youth organization related to a new facility location exploration, budget adherence, and construction process oversight
- Manage RFP process for design and construction



## HOPE 4 Youth Board of Directors 2025

### **Julie Cole, Term expires 1/2028**

#### **Board Chair**

Director, Market Dvlpmnt & Strategy  
Medtronic, Inc.  
8128 Oakview Lane N, Maple Grove, MN 55369  
Cell: 612-709-7512  
Email: julie.f.cole@medtronic.com

### **Krista Benjamin, Term expires 9/2026**

#### **Board Vice Chair**

Manager, Executive Services  
Connexus Energy  
14601 Ramsey Blvd, Ramsey, MN 55303  
Office: 763-323-2835  
Cell: 763-458-3933  
Email: Krista.benjamin@connexusenergy.com

### **James J. Lyght, Term expires 10/2026**

#### **Treasurer**

Vice President, Nonprofit & Commercial Banking,  
Bremer Bank  
372 St. Peter Street, Ste 500, Saint Paul, MN 55102  
Direct: 612-782-1966  
Cell: 402-992-3554  
Email: jjlyght@bremer.com

### **Linda Barnum, Term expires 5/2028**

#### **Secretary**

Controller  
Pace Analytical Minneapolis, MN  
Cell: 612-812-6242  
Email: linda.a.newman1@gmail.com

### **Anna VonRueden, Term expires 9/2027**

#### **Past Board Chair**

Program Director  
FamilyWise  
3036 University Ave SE, Minneapolis, MN 55414  
Business: 612-877-7831  
Email: avonruden@familywiseservices.org

### **Paul Moore, Term expires 5/2027**

#### **Development Committee Chair**

Pastor  
Chain of Lakes Church  
2138 129th Ct NE, Blaine, MN 55449  
Cell: 763-257-6994

### **Pat Chen, Term expires 1/2028**

#### **Program Committee Chair**

HR Director  
Lexington Manufacturing  
1330 115th Ave NW, Coon Rapids, MN 55448  
Business: 763-772-9743  
Cell: 612-801-9414  
Email: patc@lexingtonmfg.com

### **Sue Woodard, Term expires 9/2025**

#### **Strategic Steering Committee Chair**

STRATMOR Group  
Mortgage & FinTech Consultant  
1920 Drew Ave S, Minneapolis, MN 55416  
Cell: 612-669-6771  
Email: sue@suewoodard.com

### **Stephen Nash, Term expires 9/2027**

#### **Building HOPE Project Committee Chair**

Special Assistant Anoka County Attorney  
Anoka County Attorney's Office  
2100 3rd Ave, Anoka, MN 55303  
Cell: 612-840-4279  
Email: sjnash12@gmail.com

### **Don Phillips, Term expires 10/2026**

Chief Investment Officer  
Greater Midwest Financial Group  
326 Oakwood Terrace, Vadnais Heights MN  
55127 Business: 651-490-9790  
Cell: 612-819-9663  
Email: donphillips102@yahoo.com

### **Jonathan (JJ) Slag, Term expires 11/2027**

Executive Director/CEO  
Feed by Starving Children  
401 93rd Ave NW, Coon Rapids, MN 55433  
Cell: 763-300-5887  
Email: jjslag@gmail.com

### **Brad Konik, Term expires 1/2028**

CEO  
Konik Network  
945 Broadway St NE, Ste 240  
Minneapolis, MN 55413  
Business: 612-965-8923  
Email: brad@koniknetwork.com



**Sheriff Brad Wise, Term expires 7/2026**

Anoka County Sheriff

13301 Hanson Blvd NW, Andover, MN 55304

Office: 763-324-5010

Email: Brad.wise@co.anoka.mn.us

Kelly Haigh Email: Kelly.haigh@co.anoka.mn.us

**Liz Cook, Term expires 10/2026**

Principle

CLA (CliftonLarsonAllen LLP)

220 S 6th St, Ste 300, Minneapolis, MN 55402

Direct: 612-867-4542

Email: liz.cook@claconnect.com

# SHAWN W. BEATTY

542 139th Lane NW - Andover, MN 55304 – 763.245.0913 - shawn.beatty@me.com  
<https://www.linkedin.com/in/shawn-beatty-a0023a6/>

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## EXECUTIVE SUMMARY

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Over the past 25 years I have worked for some of the largest global companies in Minnesota - The Toro Company, Diageo (Parent company of Pillsbury, Burger King, United Distillers and Vintners, and Guinness), General Mills, and Best Buy. After building my skills on the customer side I joined HP in 2012 on the vendor side of the business. Throughout my career I have led or assisted in the development of businesses in 39 countries around the world and added value through people, process, and technology in multiple segments of the business.

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## PROFESSIONAL EXPERIENCE

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### Microsoft

Oct 2023-Present

*Develops and markets software, services, and hardware devices that deliver new opportunities, greater convenience, and enhanced value to people's lives*

#### Sr. Security Sales Specialist – West Midwest

Responsible to sell Microsoft Security to the largest enterprise customers.

- Completed first year at just under 100% (prorated), Q1 of year 2 103% attainment
- Accelerated adoption of technology at all customers
- Built new customer base twice in first 14 months

### Securiti.ai

Feb 2023 – Oct 2023

*A start-up software company that provides AI-powered solutions for data privacy, security, and compliance.*

#### Strategic Account Executive – Great Plains

Hired to build Great Plains territory business from greenfield.

- Built \$2.3MM in qualified pipeline in 5 months
- Onboarded multiple partners to build channel relationships in the territory
- Advisor on North American and International accounts with team members

### Forcepoint

Nov 2018 – Feb 2023

*A software company that develops security software for data protection, cloud access security broker, insider risk, firewall, web, and cross-domain solutions.*

#### Strategic Account Executive – Minnesota

I was brought on as part of a new Strategic Account team at Forcepoint chartered with building business with the largest accounts in Minnesota. While that team never developed within the organization, I was able to create a matrixed organization that delivered the following:

- 131% of plan 2019, 114% of plan 2020, 105% of plan 2022

- Built yearly renewal business to \$4.6MM from greenfield along with a 4.5x pipeline
- Consistently in top 5 reps globally, exceeded quota in 3 of 4 years
- Minneapolis customers rate at the top for customer satisfaction at Forcepoint.
- Accounts in Minnesota have been key reference accounts assisting in closing business via references worldwide.
- Built channel relationships with multiple vendors in the Midwest.
- Advisor on multiple accounts across the US

### **Hewlett Packard/Hewlett Packard Enterprise/Micro Focus**

**March 2012 – Nov 2018**

*A software company that develops security software for SOC management, Data Encryption, User Behavior, Code scanning and Identity Access Management.*

### **Named Account Executive – Enterprise Security Products**

**March 2017- Nov 2018**

- 425% of plan 2017, 105% of plan in 2018
- President's Club 2016 & 2017
- Top Account lead (AGM) for all Micro Focus business at a global manufacturing organization. Responsible for business plan and coordinating activities of 10 AE's.
- Consistently in top 5 of deal closures and value since moving into AE role.

### **Solution Architect – Enterprise Security Products**

**March 2012 – March 2017**

- 2015 SE of the Year – Enterprise Security Products
- 2016 HPE Master SE Promotion
- 2015-17 – Member of Sales Advisory council

### **Non-Sales Roles:**

### **Best Buy – Richfield, MN**

**Nov 2010 – March 2012**

### **Senior Manager – ADM Emerging Business**

- Managed IT shutdowns of businesses in China and Turkey
- Managed Budget of 7.5MM
- Led IT project team for new store concept, included business requirements, infrastructure, security, and application development/deployment.
- Lead Business Analysis, Corporate Audit, Deployment teams, Establish Strategy, Manage Budget, Partner Management both onshore and offshore.
- Deployed multiple global releases on Oracle/SAP platform

**General Mills - Golden Valley, MN****Nov 2001 – Nov 2010****International Applications Manager – International IS****Oct 2003-Nov 2010**

- Business Relationship Manager for International and HQ business leadership teams. Responsible to deliver on ideas from the business, introduce new business value, and identify areas of opportunity.
- Manage staff and budget in Minneapolis along with virtual team around the world. Responsible for creating and implementing plan to remove international and domestic application silos through staffing and leveraging of domestic/international applications globally.
- Managed multiple offshore development projects and staff with GMI employees in India, TCS in India, Chronos Systems in Hungary/Columbia/Argentina, and Abosch Systems in Argentina.
- Developed strategy and commitment from the business for implementation of SAP PLM into General Mills International. System will also include tools for simplifying global sourcing, compliance with regulatory requirements from around the world, and increase efficiency on traceability requests.
- Developed strategy and commitment from the business to implement proprietary plant floor Quality and Manufacturing application used in the domestic business for implementation in international plant locations. Application is now implemented globally in General Mills plants. Application provides a common set of measurements for plants no matter the product manufactured allowing very different plants to have a common production comparison.
- Managed vendor relationship for growth in consumer internet development. Ensuring that external developers deliver marketing plans to General Mills development and hosting specifications. (50+ sites for international over 4 years).
- Created strategy and implementation plan for deployment of Electronic Point of Sales (ERP for Shops business) system in Häagen-Dazs shops network, focusing on areas of business value (marketing tools, membership programs, reporting, and data maintenance) and infrastructure (security, reliability, and data protection) in franchise and company owned shops. Led the deployment team and managed the vendor for the first 10 global markets. Shops network contains 620 shops in 33 countries. System implementation has measured results in margin improvement by 5.6%)
- Häagen-Dazs café's portal site for management of online marketing POS materials, menu design and development, supplies and materials, operation manuals, design documents, shops database, equipment forecasting, and general shop planning. 2500 users globally planned by mid 2009.

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**VOLUNTEER/COMMUNITY OPPORTUNITIES**

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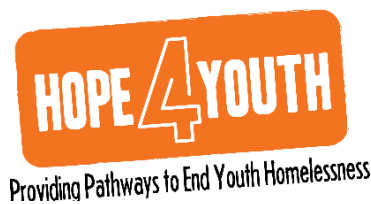
Andover Athletic Association – Coach 3 years

MN Ice Fastpitch – Coach 4 years

Andover Huskies Fastpitch – Coach, Treasurer 5 years

Hope 4 Youth – Multiple 1 year

General Mills Volunteer Program - Multiple



## Board Portal

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

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

### Login to Board Portal

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

A screenshot of a WordPress login page. At the top center is the WordPress logo (a blue 'W' inside a circle). Below it is a white rectangular login form with a light gray border. Inside the form, there are two input fields: "Username or Email Address" and "Password". Below the password field is a checkbox labeled "Remember Me" and a blue "Log In" button. Below the login form, there is a link "Lost your password?" and a footer link "← Back to HOPE 4 Youth in Anoka, MN".

4. Enter the username and password provided to you at your onboarding.
  - If you have forgotten your username, please email Breanne Patton at [bpatton@hope4youthmn.org](mailto:bpatton@hope4youthmn.org).
  - If you have forgotten your password, please select "Lost your password?".
5. Select "Log In" and you'll be taken to the Board Portal.

### Board Portal - Repository

You'll find the following in the repository:

- Board Packets
- Meeting Minutes
- Committee Files
- Important Files



# HOPE 4 Youth 2024-2026 Strategic Plan - 2025

<b>Core Values</b>	<ol style="list-style-type: none"> <li>1. Resourceful</li> <li>2. Accountable</li> <li>3. Inclusive</li> <li>4. Hopeful</li> <li>5. Compassionate</li> </ol>	<p style="text-align: center;"><b>3-Year Picture</b></p> <p>Future Date: 2024-2026  Revenue: \$4,000,000  Surplus: \$25,000  Measurables</p> <ul style="list-style-type: none"> <li>➤ Thriving culture; 80% staff retention, 70% volunteer retention, 10% increase in community program partners, and 10% increase in donor engagement</li> <li>➤ Financially Solvent; realize annual surplus, clean annual audit, all operational processes implemented, 80% budget to program expense, maintain less than 35% of government funding</li> <li>➤ New H4YC facility with expanded services: <ul style="list-style-type: none"> <li>○ Mental Health support</li> <li>○ Career Development</li> <li>○ Financial competency training</li> <li>○ Family support</li> <li>○ Case management support</li> <li>○ Chemical dependency support</li> <li>○ Physical health support</li> <li>○ Basic needs support</li> <li>○ Stable housing support</li> <li>○ Facility improvements to support social and emotional engagement, meal prep, and volunteer/donation processing</li> </ul> </li> <li>➤ 30 FTEs</li> <li>➤ 750 youth reached</li> <li>➤ 400-450 volunteers</li> <li>➤ 2200 total donors</li> <li>➤ Board support expansion <ul style="list-style-type: none"> <li>○ Increase to 25 seats</li> <li>○ Update policies to support goals</li> </ul> </li> <li>➤ Create <i>HOPE 4 Youth Playbook</i> (transformational relationship processes, systems, roles, risk management plan, etc...)</li> </ul>
<b>Core Focus</b>	<p><b>Mission:</b> Provide Pathways to end youth homelessness</p> <p><b>Vision:</b> Create an experience where all youth feel safe, valued, and supported while reaching their full potential</p> <p><b>Our Niche:</b> Meet youth where there are using our 4-fold approach:</p> <ul style="list-style-type: none"> <li>• Trauma-Informed Care</li> <li>• Strengths-Based mindset</li> <li>• Client – Youth Centered</li> <li>• Harm Reduction</li> </ul>	
<b>10-Year Target</b>	Thriving \$7 million nonprofit and premier youth serving collaborator launching youth from homelessness to community contributor.	
<b>Marketing Strategy</b>	<p>Target Market</p> <p>Three Unique markets:</p> <ol style="list-style-type: none"> <li>1. Youth</li> <li>2. Volunteers</li> <li>3. Donors</li> </ol> <p>Proven Success: (2024) 650 youth/5158 visits   90% CM  1189 Individual donors, 417 Organizational/Business donors   581 volunteers/ 2181 volunteer assignments   over 8220 hours of engagement  Guarantee: To be a premier steward of resources and community investment</p>	

# HOPE 4 Youth 2024-2026 Strategic Plan - 2025

## **STRATEGIC GOALS | Primary Objectives**

### **1. Provide life-enhancing programs empowering youth to reach their full potential**

- i. Deliver premier programs using the four-fold approach
- ii. Create a *center* of support at the Drop-In Center addressing immediate and long-term needs
- iii. Create a thriving place to live at HOPE Place to fully launch youth into the community
- iv. Expand social & emotional well-being program offerings and resource partnerships

### **2. Engage in transformational partnerships with community leaders, donors, and volunteers**

- i. Strengthen partnerships with community leaders focused on homelessness and youth empowerment to provide imperative resources for our youth
- ii. Enhance donor relations to build transformational relationships resulting in innovative revenue generation
- iii. Enhance volunteer opportunities and experience driving retention and increased engagement.
- iv. Strengthen all stewardship efforts to foster greater connection and funder alignment to strategic priorities

### **3. Laser focus on premier staff retention and operational improvement**

- i. Strengthen a transparent culture driving team engagement
- ii. Deepen employee benefit expansion to elevate attractiveness and retention
- iii. Ensure HOPE 4 Youth sustains an inclusive, equitable, and diverse culture
- iv. Embody a strengths-based mindset, behavior, and actions

### **4. Select location and determine funding and operational plans for new HOPE 4 Youth Drop-In Center**

- i. Establish Building Committee
- ii. Facilitate process to identify viable locations
- iii. Create construction budget and funding options
- iv. Build oversight plan for legislative funding and any received restricted funds
- v. Develop long-range operational budget and plan



# HOPE 4 Youth 2024-2026 Strategic Plan - 2025

## One Year Plan

Future Date: December 31, 2025

Revenue: \$2,398,088

Surplus: \$2,646

Measurables:

## Goals for the Year

1. Motivate and energize a thriving strengths-based organization, ensuring continuous operational improvements are vetted through innovative solutions, risk mitigation, and operational adherence.

2. Advocate for Building HOPE Project advancement; build energy and excitement throughout the organization and community; disseminate updates throughout the organization and community monthly or as appropriate; fulfill DEED requirements.

3. Maintain a financially solvent and transparent organization with leadership, staff, and board reporting weekly, monthly, and annually as appropriate.

4. Update and implement H4Y's 2025 Program Plan with continued focus on prevention and outreach services, implementation of job readiness programming, and partnership referral

## ROCKS by Quarter

Future Date: March 31, 2025

Revenue:

Surplus:

Measurables:

## Rocks for the Quarter

1.	Complete 2025 goal assignment and discussions for Continuous Coaching process by 2.28.25	Mngmt
2.	Prepare and complete clean audit	BL
3.	Develop job readiness pilot program with 2+ partners	MM
4.	Develop safety and security enhancements as tied to Risk Management Mitigation process	MM
5.	Socialize 2025 Fundraising Plan, Marketing Plan, and Community Engagement Plan with actionable steps for staff and board	NK
6.	Create and implement prospecting plan with GE tracking in place	NK

## Prioritize



**Identify**



**Discuss**



**Solve**

When solving an issue;

1. Live with it
2. End it
3. Change it.

Keep in mind for our goals

- Focus/Theme
- Roles and Responsibilities
- Cash flow analysis/budget
- Snapshots

# HOPE 4 Youth 2024-2026 Strategic Plan - 2025

<p>supports for 700 youth participating in H4Y program services, 85-90% receiving case management.</p> <p>5. Update and implement H4Y's strategically focused 2025 Fundraising Plan elevating stewardship practices while promoting the diversification of funding sources as identified within our overall 2025 plan; meet the organizational rev goal of \$,2,398,088.</p> <p>6. Enhance Community Engagement model with a focus on community partners, program partners, donors, and volunteers. Implement ongoing stewardship to strengthen relationships.</p> <p>7. Strengthen the organizational marketing efforts to ensure external and internal communication, knowledge, and practices: People KNOW HOPE 4 Youth.</p> <p>8. Implement HR practices to ensure staff are trained, developed, and advanced based on organizational need and alignment with staff strengths and competencies striving toward a 80% retention level</p>	7.	Onboard and fully training program team; ensure all understand reporting expectations; amend current protocol as needed.	MB	
	8.	Ensure all H4Y have participated in a Strengths-Based training	LW	
	9.	High priority for Building HOPE Project: push on location options; ready for bridge loan; ready for DEED; community communication; Kick off private Naming Campaign	LW	

# HOPE 4 Youth 2024-2026 Strategic Plan - 2025

**Scorecard** – “What is your number” - See document in TEAMS

## **Team meetings:**

- All-Staff Team meetings will meet Monthly on the 2<sup>nd</sup> Wednesday of each month.
- Management Leadership Team (MLT) will meet on the 1<sup>st</sup> and 3<sup>rd</sup> Tuesday's each month.  
(Mark, Mica, Nikki, Brooke, LaChelle, and Danielle)
- Senior Leadership Team (SLT) – Scheduled on the 2<sup>nd</sup> and 4<sup>th</sup> Tuesday of each month
- 1:1 check-in twice monthly or weekly as needed

## **Team Rocks for Q1**

### **Brooke**

1. Successfully complete 2024 Audit.
2. Process 1099s for Vendors
3. Create IT Crisis Response Plan.
4. Conduct time study to evaluate program allocations.
5. Quarterly review of financial processes and procedures; identify where improvements can be made.

### **Mark**

1. Install and socialize new camera, intercom, panic button systems at Hope Place including updating policy and procedures
2. Understand and socialize attributes of Government Funding – socialize and disseminate with leadership, staff, and board.
3. Develop Job Readiness/Work Experience program outline with identified partners

# HOPE 4 Youth 2024-2026 Strategic Plan - 2025

4. Implement organizational annual rocks with program leadership team ensuring organizational goals are cascaded down through program teams through L10 meeting process.
5. Finalize and socialize 2025 program and facilities plan
6. Ensure Community Partners are utilized and tracked

## **Mica**

1. Create a comprehensive onboarding map for all front-line Team members (Coordinators, Supervisors, Interns).
2. Continue uploading current Youth files at H4Y Center.
3. Ensure current and future Youth FHPAP recipients are enrolled into H4Y Client Track as well as case notes and request for services are complete and include all required data.
4. Create framework of Job Readiness/Work Experience program with HOPE Place Supervisor.
5. Increase landlord buy-in by connecting with current Landlords/Property Managers culminating in a Landlord/Property Manager appreciation event.
6. Complete both Principles of Leadership Training along with People-Centered Leadership course (YIPA).

## **Nikki**

1. Develop, begin implementation, and socialize the 2025 Fundraising Plan to the HOPE 4 Youth Board by 2/3/2025 and all staff by 3.31.25.
2. Complete the Continuous Coaching protocols for the Advancement Team by 2/28/ 2025
3. Work with Grant Writer to vet at least 4 new corporate giving partners and submit at least 2 new LOI's or proposals by 3/31/2025
4. Create and Implement Prospecting Plan in GE with at least 5 new partnership/ sponsor asks by 3/31/25
5. Complete the Risk Management Mitigation plan with Risk Metrics for the Advancement Team/SLT areas by 2/15/24
6. Finalize and Socialize the Impact Report for 2025
7. Finalize and Socialize the Community Engagement Plan for 2025

## **LaChelle**

1. Host Q1 Strengths workshop for all staff
2. Engagement in board development and new BODs nomination and onboarding
3. New facility location identification and PA process/progress

## HOPE 4 Youth 2024-2026 Strategic Plan - 2025

4. Risk Management Plan mitigation completion
5. Launch Naming Campaign for private – high end donors
6. Advance DEED/MMB application process and bridge loan efforts as timing are appropriate

## 2024-2026 Three-year Strategic Plan

### 2025 Operational Plan



**Mission:** Provide pathways to end youth homelessness

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

**Core Values:**

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

**Accountable** - We operate with integrity and are accountable to our youth, volunteers, community, donor, and employees

**Inclusive** - We respect and embrace differences as a strength, allowing people to bring their full, authentic selves to HOPE 4 Youth.

**Hopeful** - We communicate and operate with optimism and believe in a bright future for the youth we serve and our community.

**Compassionate** - We serve and work with empathy and understanding to create a judgement-free environment.

**Strategic Goal 1: Provide life-enhancing programs empowering youth to reach their full potential**

**Strategic Goal 2: Engage in transformational partnerships with community leaders, donors, and volunteers**

**Strategic Goal 3: Laser focus on premier staff retention and operation improvement**

**Strategic Goal 4: Select location and determine funding and operational plans for new HOPE 4 Youth Drop-In Center**

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



## Strategic Goal 1: Provide life-enhancing programs empowering youth to reach their full potential

### 1.1 Deliver premier programs using the four-fold approach

Tactics	2024	2025	2026	Comment
Utilize grant dollars to expand mental health supports elevating social and emotional well-being.		X		
Continued development of prevention and outreach services as a highlighted program offering.		X		
Expand and document aftercare supports to youth exiting H4Y programs.		X		
Research, develop, and implement <i>Job Readiness/Work Experience Program</i> pilot		X		

### 1.2 Create a *center* of support at the HOPE 4 Youth Center (H4YC) addressing immediate and long-term needs

Tactics	2024	2025	2026	Comment
Upgrade and refresh Zen Room to a more trauma informed space.		X		
Continue to solidify community partners to meet the needs of participants.		X		

### 1.3 Create a thriving place to live at HOPE Place (HP) to fully launch youth into the community

Tactics	2024	2025	2026	Comment
Develop a full spectrum of housing supports for all H4Y Participants including residents exiting HP.		X		
Execute Job Readiness/Work Experience Program Pilot at HP		X		

### 1.4 Expand social & emotional well-being program offerings and resource partnerships

Tactics	2024	2025	2026	Comment
Engage Youth Advisory Council (YAC) monthly with program development and new facility		X		
Developed Youth Leadership Development Programming with HP & H4YC crossover engagement.		X		
Research, development and implement an <i>art and music programing</i> that offers additional supports for youth to reach healthy Social and Emotional Well Being		X		





## Strategic Goal 2: Engage in transformational partnerships with community leaders, donors, and volunteers

### 2.1 Strengthen partnerships with community leaders, donors, and volunteers

Tactics	2024	2025	2026	Comment
100% Board engagement - time, talent, treasure, and testimony by 12.31.25		X		
Create and implement the 2025 Fundraising Plan with established actionable steps by category		X		
Work with Director of Programs and Facilities to establish corporate partners for the Job Readiness/ Work Experience Program		X		
Strengthen all donor categories to reflect giving domain and stewardship plan		X		

### 2.2 Enhance donor relations to build transformational relationships resulting in innovative revenue generation

Tactics	2024	2025	2026	Comment
Implement the 2025 Community Engagement plan to give HOPE 4 Youth more visibility in our local communities		X		
Establish corporate stewardship program to better understand our partners and their giving levels i.e.: marketing and/or philanthropic dollars		X		
Establish new pipeline of sponsorship partners to support special events - Vet and add minimally 10 new sponsors		X		
Work with Grant Writer to vet at least 6 additional corporate giving partners		X		

### 2.3 Enhance volunteer opportunities and experience driving retention and increased engagement

Tactics	2024	2025	2026	Comment
Implement the 2025 Volunteer Recognition plan based on volunteer survey responses in 2024		X		
Expand onsite engagement options for group volunteering with local businesses and community organizations		X		

### 2.4 Strengthen all stewardship efforts to foster greater connection and funder alignment to strategic priorities

Tactics	2024	2025	2026	Comment
Quarterly analyzeLybunt/Sybunt reports by category and implement addition action and stewardship to those falling in these categories		X		
Work with the Development Committee to establish a plan for cultivating major gifts		X		



### Strategic Goal 3: Laser focus on premier staff retention and operational improvement

#### 3.1 Strengthen a transparent culture driving team engagement

Tactics	2024	2025	2026	Comment
Conduct annual engagement survey with staff		X		
Enhance L10 meeting structure to strengthen two-way communication sharing throughout organization. Evaluate and modify semiannually as needed		X		
Cross -functional, diverse team task force/think tank implementation by June 11, 2025		X		

#### 3.2 Deepen employee benefit expansion to elevate attractiveness and retention

Tactics	2024	2025	2026	Comment
Annually review H4Y benefits; discuss potential additions or changes		X		
Quarterly professional development plan discussions with manager and staff		X		
Explore 3% retirement match improvements; monitor semiannually		X		

#### 3.3 Ensure HOPE 4 Youth sustains an inclusive, equitable, and diverse culture

Tactics	2024	2025	2026	Comment
Monitor and assess DEI attributes within the staff, board, and outreach with each addition		X		
Determine and implement staff training mods to implement on a quarterly basis		X		

#### 3.4 Embody a strengths-based mindset, behavior, and actions

Tactics	2024	2025	2026	Comment
Engage in quarterly strengths professional development activities		X	X	
Engage Board of Directors in a Strengths-Based workshop at summer/fall retreat		X	X	



## Strategic Goal 4: Select location and determine funding and operational plans for new HOPE 4 Youth Center

### 4.1 Establish Building Committee (BC)

Tactics	2024	2025	2025	Comment
Define committee member roles and responsibilities by January 15, 2025		X		
Identify members with identified attributes and expertise by March 30, 2025		X		
Begin meeting cadence as defined by role description and committee vision by March 30, 2025		X		

### 4.2 Facilitate process to identify viable locations

Tactics	2024	2025	2026	Comment
Determine if current Brokerage firm is viable - pivot if needed		X		
Strengthen relationships in CR, Blaine, and Fridley with city leadership in Q1 and Q2		X		
Identify and build advocate team of community leaders to help elevate support Q1 and Q2		X		
Propose Purchase Agreement and due diligence as appropriate		X		

### 4.3 Create construction budget and funding options

Tactics	2024	2025	2026	Comment
Set up Bridge Loan plan and implementation		X		
Determine building cost - predicated on property		X		
Launch the Private Naming Campaign in Q1		X		
Launch the Public Naming Campaign no later than Q3		X		

### 4.4 Build oversight plan for legislative funding and any received restricted funds

Tactics	2024	2025	2026	Comment
Work with assigned PM from DEED: agreement, reimbursable process, etc.... Q1+		X		
Work with audit firm and FC to effectively set up a Building HOPE Project Fund (based on property)		X		
Work on the Predesign Packet as appropriate following PA and agreement		X		

### 4.3 Develop long-rang operations budget and plan

Tactics	2024	2025	2026	Comment
Develop 2026 DRAFT Operational plan by December 31, 2025		X		
Develop 2026 DRAFT Operation budget by December 31, 2025		X		
Begin the 2027-2029 Strategic Planning work		X		

## 2025 Matrix of Progress

### Strategic Goal 1: Provide life-enhancing programs empowering youth to reach their full potential

Prevention and Outreach advancements	
Referral progress	
HOPE Place Job Readiness/Work Experience Program pilot	
Youth Voice; how are we engaging youth voice at H4Y	

### Strategic Goal 2: Engage in transformational partnership with community leaders, donors, and volunteers

Fundraising actual to goal	
Relational movement (New sponsors)	
Volunteer movement	
Major Gift (\$10,000+) cultivataion	

### Strategic Goal 3: Laser focus on premier staff retention and operational improvement

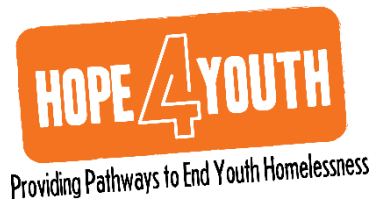
HR strategies driving transparent culture	
H4Y benefits	
Staff training and support efforts (secondary trauma mitigation)	
Strengths focus to elevate culture	

### Strategic Goal 4: Select Location and determine funding and operational plans for new HOPE 4 Youth Center

Progress on location	
Progress with DEED partnership	
Progress on community outreach - support	
Progress on new facility annual budget	

### Tracking Key:

GREEN - On track   Moving forward
YELLOW - Concern elevating   Attention required
RED - Urgency of board/staff ACTION



## **Phase I – Q1/Q2 2024**

Define scope of project – Create a comprehensive Risk Management Plan for Hope 4 Youth, including a plan for ongoing risk monitoring and risk mitigation.

Assign roles and responsibilities:

- Board of Directors – Act as reviewers of plan and mitigation tactics providing recommendations to Strategic Steering Committee regarding additions or modification options.
- Strategic Planning Committee – Act of facilitators of plan development to include plan, assessment, mitigation, and risk monitoring. Share progress updates with full board at planned meetings.
- Executive Director – Risk Manager - Responsible for the development and completion of the Risk Management Plan, ensuring mitigation tactics and risk monitoring are in place. Lead annual plan assessment review.
- Leadership Team – Responsible for providing feedback and risks throughout the Risk Management Plan development. Will maintain daily risk mitigation tactics. Will engage in annual plan assessment review.

### **Risk Identification**

- Utilize the Risk Management spreadsheet that Strategic Planning Committee created in 2023 as a springboard.
- Strategic Planning Committee to review identified risks on matrix, add additional risks.
- Executive Director (ED), with consultant (Karen Anderson), presents the Risk Management concept to the Leadership Team at March management team meeting and All-Staff meeting in April.
- Leadership Team will be assigned the task of working with their teams to identify risks in their specific areas following April All-Staff meeting. Identified risks will be submitted to ED by April 18<sup>th</sup>, 2024.
- ED will compile Team's identified risks and populate Risk Management spreadsheet. ED will compile the team's identified risks and enter into the Risk Management spreadsheet.
- Strategic Steering Committee will assess and determine top 10 and least concerning 10 identified risks at the April SSC meeting.
- Karen Anderson and ED will consolidate the identified risks from the SSC, Leadership, and All-staff input for review on the May 9<sup>th</sup> SSC meeting.
- SSC will present Risk Management Plan vision, timeline, and progress at the May 20<sup>th</sup>, 2024 board meeting.

## **Phase II – Q2/Q3 2024**

### **Risk Assessment**

- ED will work with Leadership Team to assess the identified risks (probability/impact) utilizing the matrix in the Risk Management spreadsheet to log assessment to be completed by the June 13<sup>th</sup> Strategic Committee meeting.
- ED and Strategic Planning Committee will review the results of the assessment and discuss the high priority items.
- ED and Strategic Planning Committee will present Risk Management Plan update to the Board at the July Board meeting.
- Begin discussions on risk mitigation process

## **Phase III – Q3/Q4 2024 and Q1 2025**

### **Risk Mitigation**

- ED will work with Leadership Team to determine how each priority risk will be dealt with (avoid, reduce, transfer, and accept) and develop action plans for mitigating the risk if the event occurs.
- Strategic Planning Committee will assist with review of action plans and provide guidance and recommendations.
- ED will Implement controls and processes to minimize risks.
- Develop a Risk Registry (list of risks and their probability and impact details). This will form the basis of the Risk Management plan and will store all risks in one central location.

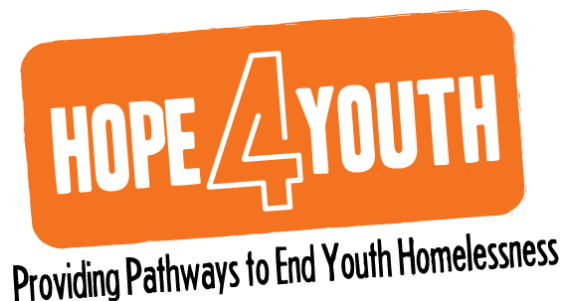
### **Communication**

- Develop communication plan for staff on risk management and risk events.

## **Phase IV – Q2-Q4 2025**

### **Risk Monitoring**

- ED will monitor risks
- Contingency planning - As existing risks are mitigated and addressed, new activity could introduce unknown risks so a change plan needs to be created, including reclassifying existing risks in the event of a change.



# Program Snapshot November 2024

## HOPE 4 Youth Center Youth Statistics

<b>405</b>	<b>187</b>	<b>35</b>
H4Y Center Visits	Unique Youth	New Enrollments YTD = 332
Children Visits = 63	Under 18 = 10	
Total Visits = 468	YTD Youth = 574	
YTD Youth Visits = 3803		

### H4Y Center Community Referrals

Basic Needs	1
Education	0
Emergency Shelter	6
Employment	0
Financial Assistance	2
Health (physical, mental, etc.) Support	3
Housing	5
Legal Support	1
Parenting Support	0
Domestic Violence	0
<b>Total Community Referrals</b>	<b>18</b>

### Case Management Services – All Programs

**140 Youth Received 226 Hours of Case Management Services**

H4Y Center: 132 (70%) - youth received CM  
H4Y Center: 181 youth received 1172 basic need supports

### H4Y Center On-Site Resources

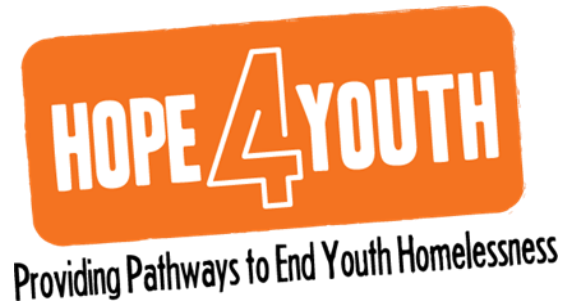
Transportation Supports =	31
Amount of Transportation Supports =	<b>\$542</b>
Food Shelf Visits =	340
Clothing Closet Visits =	172
Hygiene Closet Visits =	300
Meals Eaten =	247
On-Site Professional Services =	10

### H4Y Center Parenting Youth

Number of Children Visits = 63  
Youth w/Children present = 28 (15%)  
Baby Products Provided = 25  
Community Referrals Parenting Support = 0

### HOPE Place Youth Statistics - 11 youth served

1 open units, 0 move-out, 0 move in  
4 residents continue to work on a career path (retail management, retail, mental health specialist)  
8 residents are working (4 FT, 4 PT)  
3 enrolled in post-secondary education  
1 enrolled in full-time High School  
2 enrolled in GED Program  
1 enrolled in Adult Diploma Program  
5 are receiving health support (physical, mental)



## MISSION OUTCOME – November 2024

**Participants Assisted w/Housing Stability = 22**

Prevention (assisted in maintaining current housing) = 8

Rapid Rehousing (assisted in finding permanent housing) = 1

H4Y Housing Stability Assistance (rent and deposits) = 1

HOPE Place New Resident = 0

HOPE Place Successful Completion = 0

Host Homes (assisted youth in alternative housing option) = 1

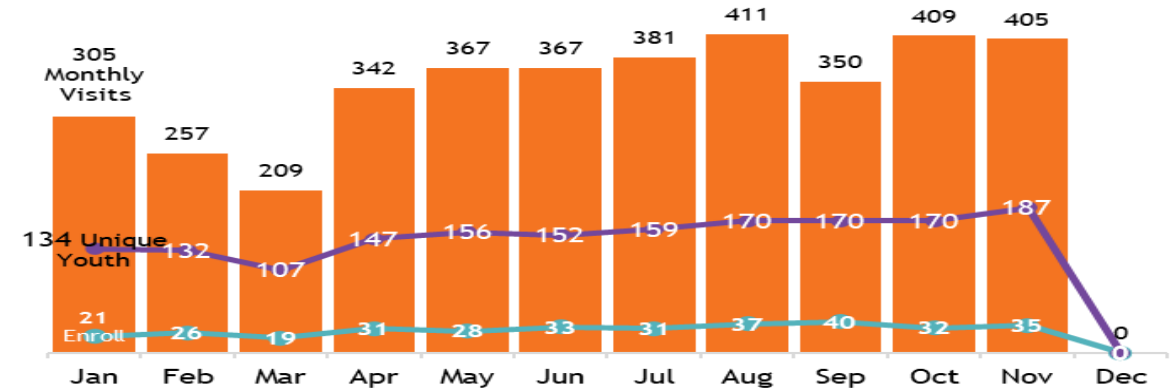
Referrals for Transitional or Permanent Housing = 5

Community Referrals for Emergency Shelter = 6

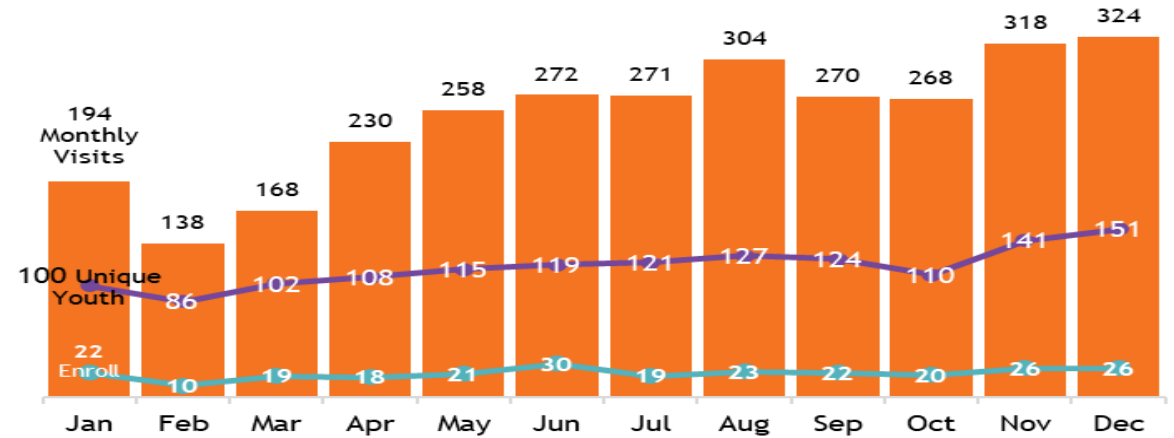
Dollars toward rent supports = **\$14,629**

## Year Over Year H4Y Center Data

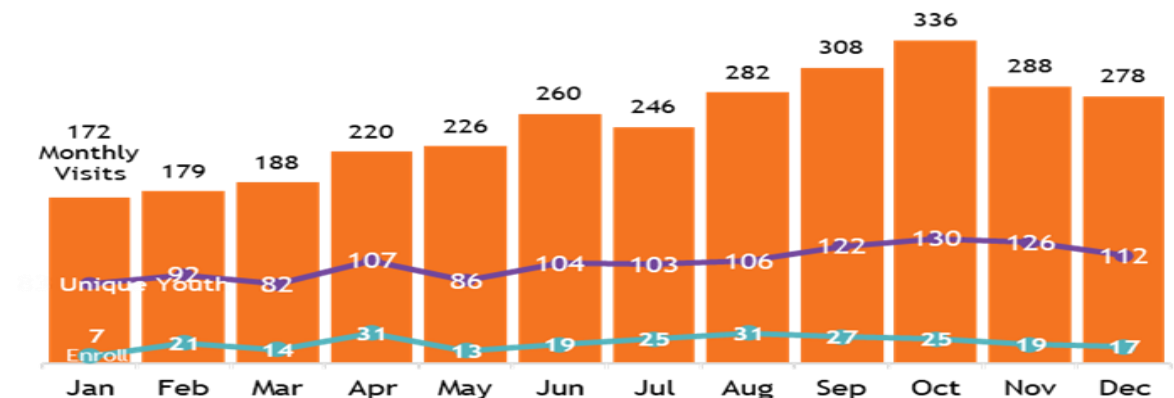
**2024**



**2023**



**2022**







Providing Pathways to End Youth Homelessness

## Program Snapshot December 2024

### HOPE 4 Youth Center Youth Statistics

**476**

H4Y Center  
Visits  
Children Visits = 85  
Total Visits = 561  
YTD Youth Visits = 4375

**225**

Unique  
Youth  
Under 18 = 9  
YTD Youth = 625

**46**

New Enrollments  
YTD = 386

#### H4Y Center Community Referrals

Basic Needs	13
Education	0
Emergency Shelter	2
Employment	0
Financial Assistance	4
Health (physical, mental, etc.) Support	0
Housing	4
Legal Support	3
Parenting Support	0
Domestic Violence	0
<b>Total Community Referrals</b>	<b>26</b>

#### Case Management Services – All Programs

**162 Youth Received 201 Hours of  
Case Management Services**

H4Y Center: 151 (68%) - youth received CM  
H4Y Center: 216 youth received 1288 basic need supports

#### H4Y Center On-Site Resources

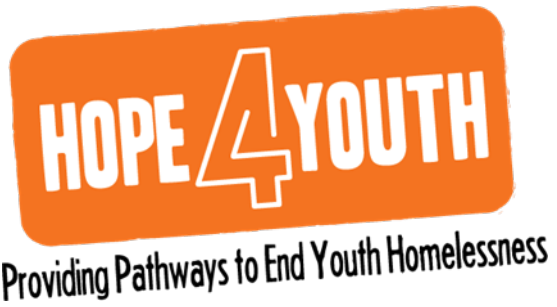
Transportation Supports =	28
Amount of Transportation Supports =	<b>\$482</b>
Food Shelf Visits =	384
Clothing Closet Visits =	181
Hygiene Closet Visits =	335
Meals Eaten =	239
On-Site Professional Services =	6

#### H4Y Center Parenting Youth

Number of Children Visits = 85  
Youth w/Children present = 32 (14%)  
Baby Products Provided = 39  
Community Referrals Parenting Support = 0

#### HOPE Place Youth Statistics - 11 youth served

1 open units, 0 move-out, 0 move in  
4 residents continue to work on a career path (retail management, retail, mental health specialist)  
10 residents are working (5 FT, 4 PT)  
3 enrolled in post-secondary education  
1 enrolled in full-time High School  
2 enrolled in GED Program  
1 enrolled in Adult Diploma Program  
5 are receiving health support (physical, mental)



## MISSION OUTCOME – December 2024

### Participants Assisted w/Housing Stability = 16

Prevention (assisted in maintaining current housing) = 6

Rapid Rehousing (assisted in finding permanent housing) = 1

H4Y Housing Stability Assistance (rent and deposits) = 2

HOPE Place New Resident = 0

HOPE Place Successful Completion = 0

Host Homes (assisted youth in alternative housing option) = 1

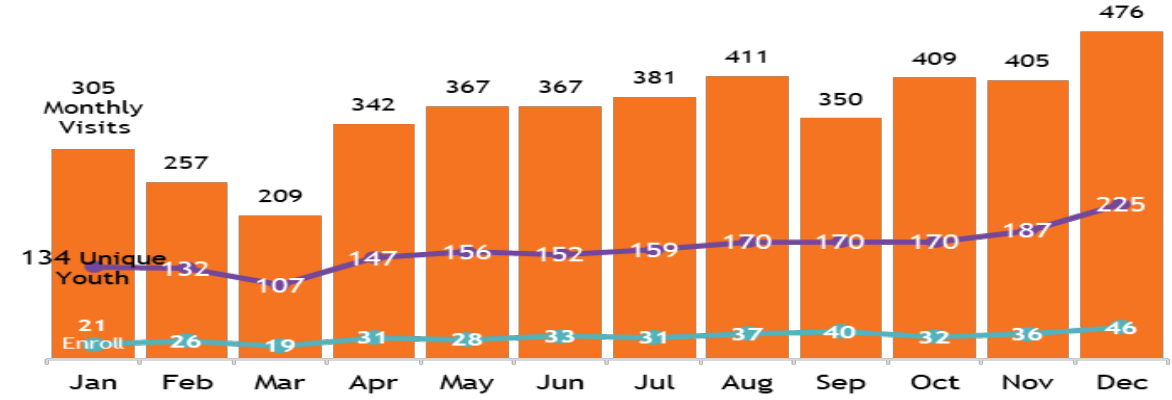
Referrals for Transitional or Permanent Housing = 4

Community Referrals for Emergency Shelter = 2

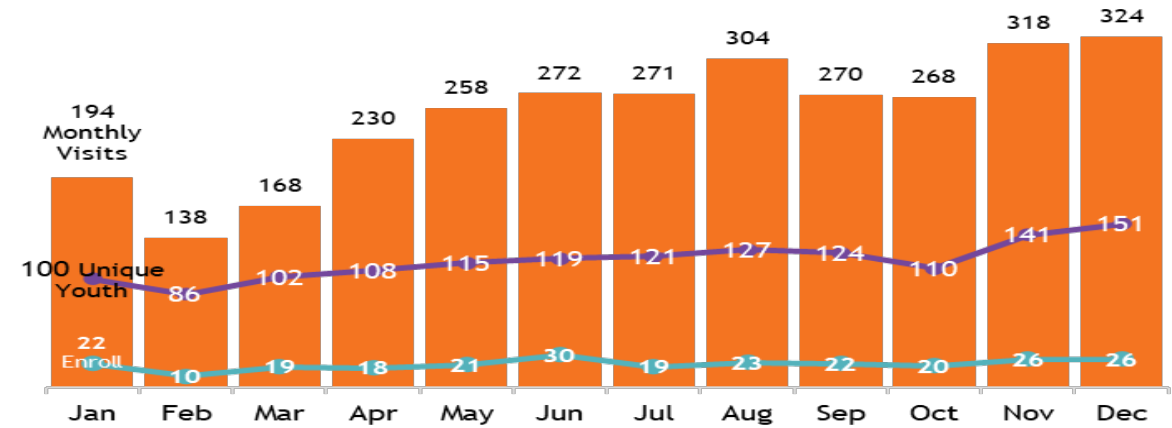
Dollars toward rent supports = **\$10,112.00**

## Year Over Year H4Y Center Data

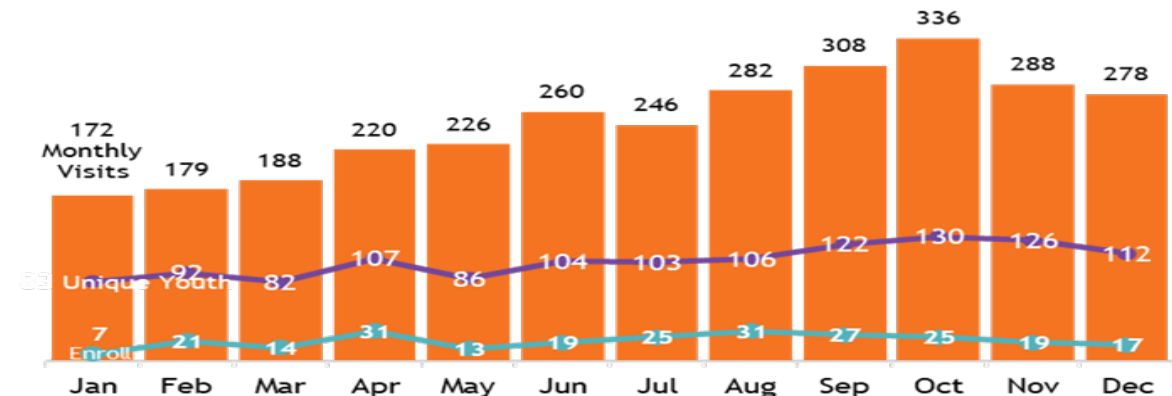
2024

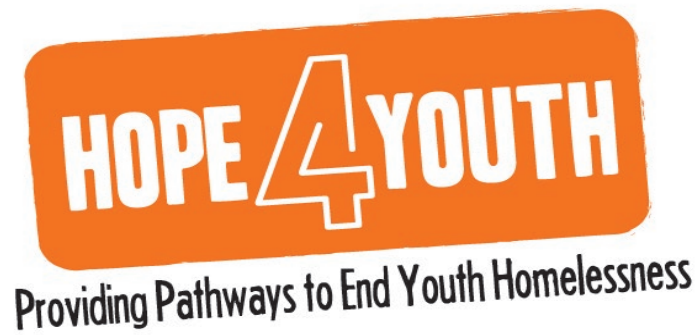


2023



2022





**Fiscal Year 2024**  
**Financial Statements**  
**as of November 30, 2024**

**Statement of Financial Position**  
**November 2024**

		<b>Comments</b>
<b>Assets</b>		
Cash and Cash Equivalents	360,890	
Board Designated Operating Reserve	277,246	
Building Fund	268,425	Building Campaign budget-Lynn J Parrott
Receivables	100,319	Estate and Advent Lutheran Church
Prepaid Expenses	96,701	GRH, OEO, FHPAP, Rent
Inventory & Other Assets	54,120	
Investments-General	175,276	Treasury Bills
Investments-Building Campaign	150,000	Treasury Bills
Property and Equipment, net	1,307,156	
<b>Total Assets</b>	<b>2,790,133</b>	
<b>Liabilities</b>		
Accounts Payable & Other Accrued Liabilities	81,114	Payroll liabilities, credit card
<b>Total Liabilities</b>	<b>81,114</b>	
<b>Net Assets</b>		
Unrestricted-Undesignated	2,468,179	
Unrestricted-Board Designated Operating Reserve	277,246	
Temporarily Restricted	7,000	Ratfield Scholarship
Current Year Net Surplus(Deficit)	(43,406)	
<b>Total Net Assets</b>	<b>2,709,019</b>	
<b>Total Liabilities &amp; Net Assets</b>	<b>2,790,133</b>	

**Statement of Activity  
November 2024**

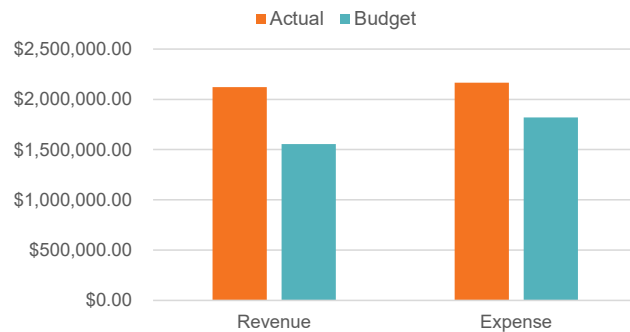
	Actual	Budget	Actual to Budget Variance	Act to Bud Variance Comments
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
DONATIONS, GIFTS, & GRANTS	172,402	117,764	54,638	Received \$50,000 from an anonymous donor
INVSTMT INC & OTHR GAIN(LOSS)	2,486	3,166	(680)	
OTHER SUPPORT	27,594	14,400	13,194	Multiple Community Drives and positive response to top needs
PROGRAM SERVICE FEES	13,797	12,600	1,197	Increase in Supplemental services we can bill for and more residents qualifying for full GRH
SPECIAL EVENTS	29,902	39,300	(9,398)	A couple of events did not perform as expected
<b>Total Income</b>	<b>246,181</b>	<b>187,230</b>	<b>58,951</b>	
<b>Expense</b>				
BUILDING & FACILITIES EXPENSE	29,679	9,658	20,021	New camera system being installed at HOPE Place, there will be an adjusment to move to fixed assets by year end
CONTRACTED SRV & PROF FEES	15,195	15,295	(100)	
DEPRECIATION EXPENSE.	3,944	4,175	(231)	
INSURANCE.	3,398	3,416	(18)	
LICENSES-MEMBRSHPS-DUES-FEES	3,917	3,564	353	
PAYROLL, TAXES, & BENEFITS	88,806	88,564	242	
POSTAGE, MAILING, & DELIVERY	427	2,863	(2,436)	
PRINTING & PROMOTION EXPENSE	2,306	2,400	(94)	
PROGRAM EXPENSES (YOUTH SUPPORT)	46,969	21,834	25,135	Utilizing Government grant funds and increase in donation of goods
STAFF, BOARD, & VOLUTEER EXP	10,488	1,635	8,853	Approved training for LaChelle
SUPPLIES & MINOR EQUIPMT	202	417	(215)	
TRAVEL & TRANSPORTATION	585	501	84	
<b>Total Expense</b>	<b>205,915</b>	<b>154,322</b>	<b>51,593</b>	
<b>Net Income</b>	<b>40,265</b>	<b>32,908</b>	<b>7,357</b>	
<b>Other Support - Contra Account</b>	<b>46,668</b>			Due to 2024 value adjustment

**Statement of Revenue and Expense**  
**Fiscal Year 2024 - through November 30, 2024**

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Over(Under) YTD Budget</u>	<u>Full Year Budget</u>	<u>Notes</u>
<b><u>Revenue</u></b>					
Donations, Gifts, and Grants	1,288,474	955,857	332,617	1,369,385	Government grant funding and Donations from the Lynn J Parrott Estate and Advent Lutheran-new
Investment & Other Income	28,471	34,826	(6,355)	38,000	Disposal of Assets - HOPE Place flooring replacement
Inkind Contributions	167,183	136,790	30,393	150,190	Updated value adjustment of in-kind donations
Program Service Revenue	142,158	132,600	9,558	143,200	Increase in Supplemental services we can bill for and more residents qualifying for full GRH
Special Events, net	258,266	294,505	(36,239)	294,505	A couple of our events did not perform as expected
	<b><u>1,884,552</u></b>	<b><u>1,554,578</u></b>	<b><u>329,974</u></b>	<b><u>1,995,280</u></b>	
<b><u>Expense</u></b>					
Building and Facilities Expense	124,521	113,597	10,924	124,875	Expenses less than budgeted due to change in housekeeping at the center and lack of snow
Contracted Srvs & Professional Fees	209,729	209,297	432	224,828	
Depreciation Expense	44,090	45,373	(1,283)	49,548	
Insurance	34,974	33,976	998	37,392	
Licenses, Membrshps, Dues, & Fees	38,492	45,347	(6,855)	49,011	Did not see the increase in membership dues that were expected
Payroll, Taxes, and Benefits	1,077,731	1,066,426	11,305	1,154,999	Role additions due to unbudgeted grant funding- see 2024 Budget Assumptions
Postage, Mailing & Delivery	2,008	8,637	(6,629)	9,000	
Printing and Promotion Expenses	13,459	15,525	(2,066)	16,800	
Program Expenses (Youth Support)	345,084	247,960	97,124	287,665	Utilizing FHPAP Grant funding and updated valuation of in kind donations
Staff, Board, & Volunteer Expense	24,890	18,965	5,925	20,500	Grant requirements
Supplies and Equipment	7,894	8,587	(693)	10,000	
Travel and Transportation	5,087	5,401	(314)	5,800	
	<b><u>1,927,958</u></b>	<b><u>1,819,091</u></b>	<b><u>108,867</u></b>	<b><u>1,990,419</u></b>	
<b><u>Net Surplus(Deficit)</u></b>	<b><u>(43,406)</u></b>	<b><u>(264,513)</u></b>	<b><u>221,107</u></b>	<b><u>4,861</u></b>	
Other Support - Contra Account	236,704				Due to 2024 value adjustment

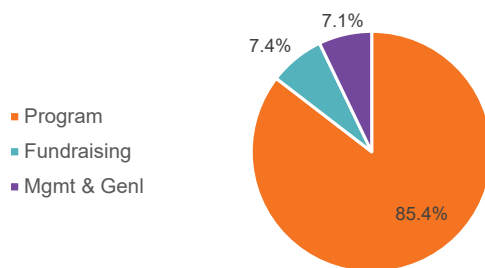
## HOPE 4 Youth Financial Dashboard - November 2024

### Revenue & Expense - Actual vs Budget YTD



	YTD Actual	YTD Budget	Positive or (Negative) Variance
Revenue	\$2,121,256	\$1,554,578	\$566,678
Expense	\$2,164,662	\$1,819,091	(\$345,571)
Net	(\$43,406)	(\$264,513)	\$221,107

### Expenses By Category November 2024

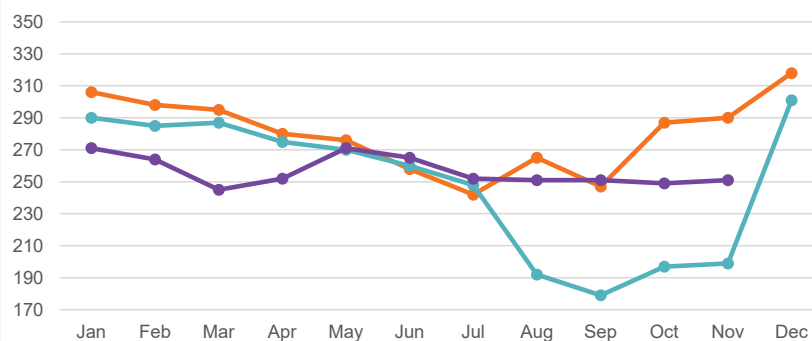


			Nov-23
Program	85.4%	\$215,790	83.5%
*Fundraising	7.4%	\$18,779	9.2%
*Mgmt & Genl	7.1%	\$18,014	7.3%

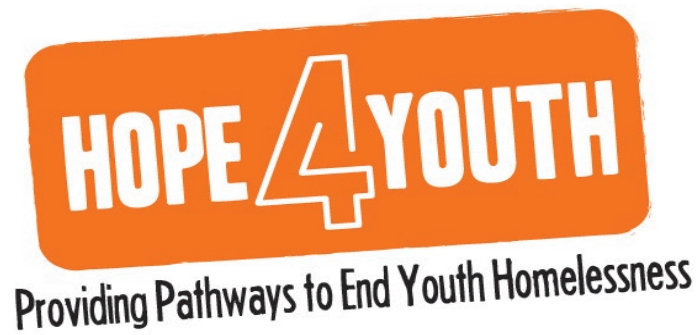
#### \* CORE MISSION SUPPORT

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

### Days Cash on Hand



	2024	2023	2022
Jan	271	306	290
Feb	264	298	285
Mar	245	295	287
Apr	252	280	275
May	271	276	270
Jun	265	258	260
Jul	252	242	248
Aug	251	265	192
Sep	251	247	179
Oct	249	287	197
Nov	251	290	199
Dec		318	301



**Fiscal Year 2024  
Financial Statements  
as of December 31, 2024**



**Statement of Financial Position**  
**December 2024**

		<b>Comments</b>
<b>Assets</b>		
Cash and Cash Equivalents	621,660	
Board Designated Operating Reserve	278,089	
Building Fund	269,216	Building Campaign budget-Lynn J Parrott
Receivables	100,041	Estate and Advent Lutheran Church
Prepaid Expenses	92,320	GRH, OEO, FHPAP, Rent
Inventory & Other Assets	110,922	
Investments-General	177,580	Treasury Bills
Investments-Building Campaign	150,000	Treasury Bills
Property and Equipment, net	1,338,688	
<b>Total Assets</b>	<b>3,138,516</b>	
<b>Liabilities</b>		
Accounts Payable & Other Accrued Liabilities	58,638	Payroll liabilities, credit card
<b>Total Liabilities</b>	<b>58,638</b>	
<b>Net Assets</b>		
Unrestricted-Undesignated	2,457,336	
Unrestricted-Board Designated Operating Reserve	278,089	
Temporarily Restricted	17,000	Anoka County Mental Wellness Campaign
Current Year Net Surplus(Deficit)	327,453	and Open Your Heart Housing Support
<b>Total Net Assets</b>	<b>3,079,878</b>	
<b>Total Liabilities &amp; Net Assets</b>	<b>3,138,516</b>	

**Statement of Activity  
December 2024**

	<b>Actual</b>	<b>Budget</b>	<b>Actual to Budget Variance</b>	<b>Act to Bud Variance Comments</b>
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
DONATIONS, GIFTS, & GRANTS	412,205	413,528	(1,323)	
INVSTMT INC & OTHR GAIN(LOSS)	4,786	3,174	1,612	
OTHER SUPPORT	33,945	13,400	20,545	Multiple Community Drives and positive response to top needs
PROGRAM SERVICE FEES	13,703	10,600	3,103	Increase in Supplemental services we can bill for and more residents qualifying for full GRH
SPECIAL EVENTS	2,927	0	2,927	Late matches and donations for Out of the Cold
<b>Total Income</b>	<b>467,566</b>	<b>440,702</b>	<b>26,864</b>	
<b>Expense</b>				
<i>Amortization Expense (Year End)</i>	1,970			
<i>Interest Expense (Year End)</i>	222			
BULDING & FACILITIES EXPENSE	10,504	11,278	(774)	
CONTRACTED SRV & PROF FEES	16,379	15,531	848	
DEPRECIATION EXPENSE.	3,944	4,175	(231)	
INSURANCE.	3,398	3,416	(18)	
LICENSES-MEMBRSHPS-DUES-FEES	4,318	3,664	654	
PAYROLL, TAXES, & BENEFITS	84,600	88,573	(3,973)	
POSTAGE, MAILING, & DELIVERY	482	363	119	
PRINTING & PROMOTION EXPENSE	(1,683)	1,275	(2,958)	
PROGRAM EXPENSES (YOUTH SUPPORT)	28,159	39,705	(11,546)	Ratfield Scholarship was budgeted for December but funds were utilized earlier in the year; Year End inventory adjustment of \$59,000 due to increased value of goods donated.
STAFF, BOARD, & VOLUTEER EXP	1,240	1,535	(295)	
SUPPLIES & MINOR EQUIPMT	254	1,413	(1,160)	
TRAVEL & TRANSPORTATION	391	400	(9)	
<b>Total Expense</b>	<b>154,177</b>	<b>171,328</b>	<b>(19,343)</b>	
<b>Net Income</b>	<b>313,389</b>	<b>269,374</b>	<b>44,015</b>	
<b>Other Support - Contra Account</b>	40,402			Due to 2024 value adjustment

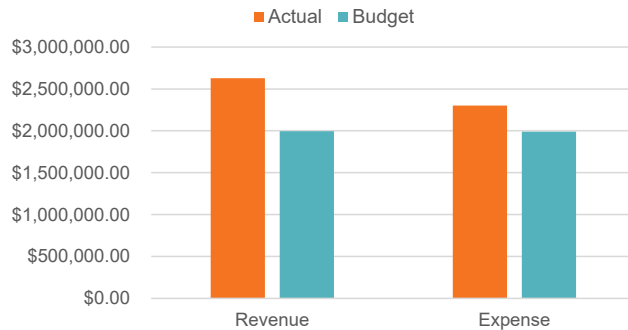
# Statement of Revenue and Expense

Fiscal Year 2024 - December 31, 2024

	YTD Actual	YTD Budget	Over(Under) YTD Budget	Full Year Budget	Notes
<b><u>Revenue</u></b>					
Donations, Gifts, and Grants	1,700,512	1,369,385	331,127	1,369,385	Government grant funding and Donations from the Lynn J Parrott Estate and Advent Lutheran-new Disposal of Assets - HOPE Place flooring replacement
Investment & Other Income	33,257	38,000	(4,743)	38,000	
Inkind Contributions	201,128	150,190	50,938	150,190	Updated value adjustment of in-kind donations
Program Service Revenue	155,861	143,200	12,661	143,200	Increase in Supplemental services we can bill for and more residents qualifying for full GRH
Special Events, net	260,408	294,505	(34,097)	294,505	A couple of our events did not perform as expected
	<b>2,351,166</b>	<b>1,995,280</b>	<b>355,886</b>	<b>1,995,280</b>	
<b><u>Expense</u></b>					
<i>Amortization Expense (Year End)</i>	1,970				
<i>Interest Expense (Year End)</i>	222				
Building and Facilities Expense	118,412	124,875	(6,463)	124,875	Expenses less than budgeted due to change in housekeeping at the center and lack of snow
Contracted Svcs & Professional Fees	226,107	224,828	1,279	224,828	
Depreciation Expense	48,238	49,548	(1,310)	49,548	
Insurance	38,372	37,392	980	37,392	
Licenses, Membrshps, Dues, & Fees	42,751	49,011	(6,260)	49,011	Did not see the increase in membership dues that were expected Role additions due to unbudgeted grant funding-see 2024 Budget Assumptions
Payroll, Taxes, and Benefits	1,162,331	1,154,999	7,332	1,154,999	
Postage, Mailing & Delivery	2,253	9,000	(6,747)	9,000	Finding ways to get information out to sponsors and donors without mailing.
Printing and Promotion Expenses	11,775	16,800	(5,025)	16,800	
Program Expenses (Youth Support)	331,939	287,665	44,274	287,665	Utilizing FHPAP Grant funding and updated valuation of in kind donations
Staff, Board, & Volunteer Expense	26,141	20,500	5,641	20,500	Grant requirements
Supplies and Equipment	7,732	10,000	(2,268)	10,000	
Travel and Transportation	5,469	5,801	(332)	5,800	
	<b>2,023,713</b>	<b>1,990,419</b>	<b>33,294</b>	<b>1,990,419</b>	
<b>Net Surplus(Deficit)</b>	<b>327,453</b>	<b>4,861</b>	<b>322,592</b>	<b>4,861</b>	
Other Support - Contra Account	277,106				Due to 2024 value adjustment

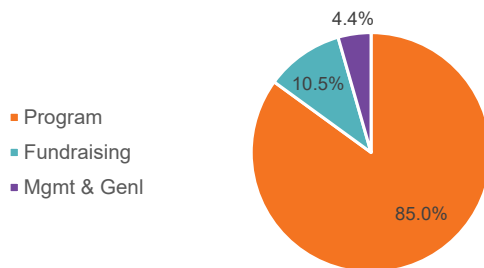
## HOPE 4 Youth Financial Dashboard - December 2024

### Revenue & Expense - Actual vs Budget YTD



	YTD Actual	YTD Budget	Positive or (Negative) Variance
Revenue	\$2,628,272	\$1,995,280	\$632,992
Expense	\$2,300,819	\$1,990,419	(\$310,400)
Net	\$327,453	\$4,861	\$322,592

### Expenses By Category December 2024

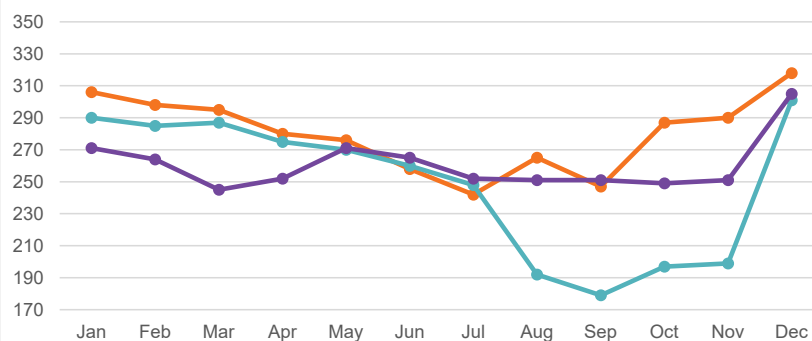


			Dec-23
Program	85.0%	\$131,073	82.9%
*Fundraising	10.5%	\$16,257	12.4%
*Mgmt & Genl	4.4%	\$6,847	4.6%

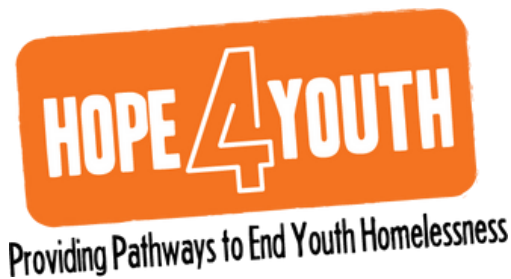
#### \* CORE MISSION SUPPORT

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### Days Cash on Hand



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Aug	251	265	192
Sep	251	247	179
Oct	249	287	197
Nov	251	290	199
Dec	305	318	301



# ADVANCEMENT SNAPSHOT NOVEMBER 2024

## DONATIONS: \$202,304

*Individual Giving\* has increased and exceeded with the Annual Appeal for YTD; Civic/Faith\* also is trending over YTD (\*removing Parrot and Advent Lutheran Donations still trending higher); Corporate is trending lower YTD*

	Actuals	Budgeted
Individuals	\$84,533	\$34,210
Civic & Faith Based	\$8,572	\$18,892
Corporations	\$8,349	\$23,000
Foundations	\$20,000	\$10,000
Events	\$29,902	\$39,300
Government	\$50,948	\$31,622

## VOLUNTEER AND IN KIND DONATIONS

726  
TOTAL HOURS

4,675 LBS of Food Donated  
6 New Volunteers  
10 Donation Drives Completed  
54 # of Speaking Engagements

## SOCIAL MEDIA STATISTICS

54,588  
IMPRESSIONS  
*# of times content appears in front of user.*

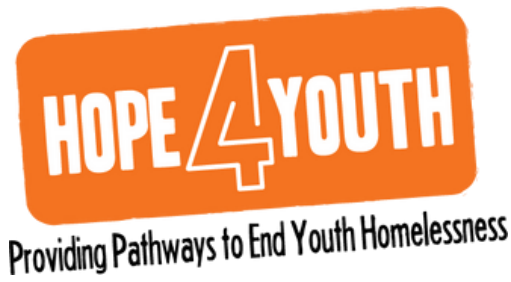
2,816  
ENGAGEMENT  
*# of times a user saved, commented, reacted, shared, or clicked on content.*

408  
AVERAGE REACH  
*Average # of unique users per post*

108  
POSTS

## SPECIAL ADVANCEMENT UPDATES:

- H4Y Events: Out of the Cold (3 Locations) - Raised over \$40,000 and collected 3200 lbs of food
- Community Events: Hops 4 HOPE & Staff Event (Culligan Cares Events)
- Partnerships: Hope 4 the Community and Costco established.
- Special Initiatives: BOBFM Radio for Out of the Cold
- Other highlights: Connexus made kits on-site, Emmanuel Christian Center provided 40 Thanksgiving Boxes, and Compassion Coffee hosted a Thanksgiving Meal with record numbers of youth attending.



# ADVANCEMENT SNAPSHOT DECEMBER 2024

**DONATIONS: \$415,123**

*Individual Giving\* has increased and exceeded with the Annual Appeal for YTD; Civic/Faith\* also is trending over YTD (\*removing Parrot and Advent Lutheran Donations still trending higher); Corporate is trending lower YTD*

	Actuals	Budgeted
Individuals	\$100,246	\$113,150
Civic & Faith Based	\$20,712	\$8712
Corporations	\$214,439	\$230,000
Foundations	\$14,500	\$30,000
Events	\$2927	\$0
Government	\$62,299	\$31,666

## VOLUNTEER AND IN KIND DONATIONS

**666**  
TOTAL HOURS

**5395 LBS** of Food Donated  
**4** New Volunteers  
**35** Donation Drives Completed  
**21** # of Speaking Engagements

## SOCIAL MEDIA STATISTICS

**41,827**  
IMPRESSIONS  
*# of times content appears in front of user.*

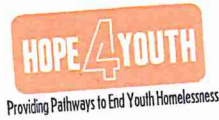
**1803**  
ENGAGEMENT  
*# of times a user saved, commented, reacted, shared, or clicked on content.*

**391**  
AVERAGE REACH  
*Average # of unique users per post*

**59**  
POSTS

## SPECIAL ADVANCEMENT UPDATES:

- H4Y Events: Donor Appreciation Event was well attended
- Community Events: Connexus Energy was onsite to do a group tour and packing event
- Partnerships: KARE 11 Tegna Award of \$5000 and part of Building Bridges special
- Special Initiatives: Holiday Wishlist matched over 170 youth/ families with donors for holiday giving
- Other highlights: Arrow Giving Foundation provided holiday gifts for the residents at HOPE Place; 5 successful Giving Tree drives were hosted in the community; Holiday Volunteer appreciation gathering at Clives RoadHouse was well attended; Texas Roadhouse brought in a team and provided a meal



# 2025 EVENTS

**Open House**

Saturday, Feb. 8th

**A Night 4 HOPE**

Saturday, May 3rd

**Open House**

Saturday, June 7th

**Heartland Tire Golf Classic**

Monday, August 25th

**Clays 4 Youth**

Tuesday, September 9th

**Hunt 4 HOPE**

Friday, September 26th

**The Darkest Night 4K**

Friday, October 3rd

**Out of the Cold**

Thursday, November 20th