

HOPE 4 YOUTH BOARD MEETING

Monday, November 25, 2019

CALL TO ORDER & INTRODUCTIONS (Chris Warner) at 5:02 pm

Board Members Present:

- Chris Warner (Board Chair)
- Stephen Spears (Vice Chair) – *via phone*
- Sue Woodard (Past Chair/Nominations Committee) – *via phone*
- Sarah Nohner (Treasurer, Chair/Finance Committee)
- Marina Bressler (Secretary, Nominations Committee)
- Sean Haag (Strategic Planning Committee) – *via phone*
- Leanne Matchen (Strategic Planning Committee) – *via phone*
- Stephen Nash (Development Committee)
- Mark Nolen (Finance Committee)
- Jennifer “Jen” Stone (Chair/Strategic Planning Committee) – *via phone*
- Sheriff James Stuart (Nominations Committee)
- Anna VonRueden (Strategic Planning Committee)

Staff Present:

- Cheryl Jensen (Interim Executive Director)
- Andréa Kish-Bailey (Vice President of Advancement)
- Jane Schipper (Finance Manager)
- Monica Alley (Manager of Community and Volunteer Engagement)
- Laura Berg (Administrative Assistant)

APPROVE AGENDA (Chris Warner) 5:03 pm

Motion by Stephen Nash, seconded by Sarah Nohner to approve agenda for tonight’s meeting (Monday, November 25, 2019). Motion carried.

APPROVE MINUTES (Chris Warner) 5:04 pm

Motion by Sheriff James Stuart, seconded by Marina Bressler to approve minutes from Monday, October 28, 2019 meeting. Motion carried.

MISSION MOMENT (Monica Alley) 5:07 pm

Cheryl Jensen welcomed and introduced Monica Alley, Manager of Community and Volunteer Engagement.

The Board of Directors introduced themselves to Monica Alley.

MONICA ALLEY: I have a lot of mission moments, which is the cool part of my job. One of the things we're working on as a team is collaboration and bringing things full circle. I've written down a couple mission moments. When we first started, the City of Coon Rapids met with us. It led to a speaking engagement, to a donations drive, and to one of the workers hosting a youth in their home. We also have a youth working at hope's closet for work experience. We had a phone call from a young lady who used to go to HOPE 4 Youth who now owns a store and is hosting a donations drive for us. With our volunteers, we are doing some hosting training so they're familiar with the youth we serve. We've trained them with LGBTQ training, and sex trafficking, and have had moments that occurred because of those trainings.

MARINA BRESSLER: If you had more time or more resources, what would you want to do more of?

MONICA: More HOPE 4 Youth's in different locations. Education of our volunteers and being intentional with our volunteers. We're very blessed to have people who want to come in and support us. I'd love to see more diversity in our volunteers so youth feel seen and understood. Because of this, I feel like education is so important.

MARINA: When you talk about diversity, are we mostly white and middle-aged for volunteers?

MONICA: Yes. It's wonderful to have so many people. 40% of youth are LGBTQ, but we don't have that representation in our volunteers. It can be off putting to not see yourself in some place.

SARAH NOHNER: You mentioned that you have a youth worker from the Drop-In Center at hope's closet. How is that going? Is there a program for this? It's exciting to hear.

MONICA: Yes. Sara, our Program Manager, has been instrumental in that, along with Debby who is our hope's closet Volunteer Manager. They have to do specific trainings with her. It's more than being an employee at hope's closet and concentrates on what it looks like to work in a business.

ANDRÉA KISH-BAILEY: It's a partnership with the Anoka Empowers Program. That's the same program we work at with HOPE Place with the youth. It's all through them.

CHRIS WARNER: So other youth could get placed there?

ANDRÉA: Yes.

SHERIFF JAMES STUART: If there are ways the Sheriff's Office can further partner with you, we'd love to be a part of that. I know a lot of youth don't see law enforcement as their friend, but how can we tear down those barriers? We'd love to help and get to know them.

CHERYL JENSEN: Speaking of human trafficking, we just talked with a youth who went to St. Cloud. She went missing in St. Cloud and we found her at 10 p.m. at night. Some training may be helpful, Jim, for our staff and volunteers.

The Board thanked Monica for presenting and her work with HOPE 4 Youth.

FINANCIAL UPDATE (Jane Schipper) 5:15 pm

JANE SCHIPPER: This is the first month of the new fiscal year. The Gala we are still considering a huge success. We did receive the Pohlad Grant at \$75,000. Our earned income with hope's closet is doing well. HOPE Place was full, but there was quite a big turnover though in the end of October.

CHRIS: Was that turnover anything specific?

JANE: Youth not adjusting well to program rules. One youth left without notice. One youth finished his term and transitioned to an apartment. The only other thing to note on the HOPE 4 Youth Financial Dashboard, I expect our Administrative costs will go up. Especially once we get fully staffed.

ANNA VONRUEDEN: Where does the revenue from HOPE Place come?

JANE: We do fund it from some donations, but it is funded from the Housing Services—GRHE Funding. It is also funded by the 4k event.

ANNA: Every youth who comes in, you can charge for?

CHERYL: Yes. Heartland Tires pays the mortgage.

SEAN HAAG: How much is rent?

JANE: \$700.

ANNA: If young people have SSI, does that factor in?

JANE: It does—so sometimes it can get tricky depending on their family situation. With some youth, their rent isn't \$700. It depends on their situation. The next page is the Balance Sheet. I just want to point out that our average monthly expense is higher than last year. Because of that higher average, we're at 6.5 months on cash on hand. This is a cash flow of what we expect to come in throughout the year.

JANE: Our next slide requires approval from the Board on a Health Benefits Plan. Our vendor we're working with chose Health Partners because of how small we are and cost per employee. We discussed having an 80/20 plan, so just 20% is the cost of the employee. There is a comparison of what we budgeted to the cost. It's extremely close to what we budgeted. I expect we won't need all that money, because they will go on their spouses' benefits.

CHERYL: There is also an option to buy up on this as well. We'll offer them two plans.

SEAN: 80/20 is the base?

CHERYL: Yes. They can buy up to the deductible.

JANE: This is our starting point, knowing a new Executive Director and Administrative Director will come in make tweaks as needed.

SARAH: You didn't have a lot of options, right?

JANE: Yes.

SEAN: What's the provider access like?

ANNA: Health Partners is good, the only thing it doesn't include is the Mayo.

MARINA: I think it's great you found an 80/20 that fits into the foot print we had been talking about.

JANE: I think employees are looking forward to it.

CHERYL: We did get a cost of ancillary benefits. That quote was around \$12,700. That was short-termed disability, long term, and life.

CHRIS: That would be in addition to the cost we voted on a couple months ago?

JANE: Actually, we included that on a prorated 9-month basis.

SEAN: There's no employer responsibilities with it?

JANE: No.

CHERYL: It's up to you about if you want to do a vote on the ancillary plan, or if you want to wait for more information.

MARINA: It's a part of the budget?

JANE: Yes.

MARINA: I would make the proposal we combine the two together and vote on them tonight. To do the base with the buy up, and the ancillary benefits.

ANNA: I'm assuming most of your staff or women, and with maternity leave, that is a great benefit.

MARINA: This is only a one-year commitment, and next year we can reevaluate.

Motion by Marina Bressler to approve the 2020 Health Benefits Proposal with the 80/20, the opportunity to buy up, and to include the ancillary benefit for the dollar amounts indicated on the page. Seconded by Mark Nolen. Motion carried.

There were no further Financial Updates.

DEVELOPMENT UPDATE (Andréa Kish-Bailey) 5:34 pm

ANDRÉA: I wanted to talk through a couple things. It sounded like you as the Board wanted to look at the Gala. With Jane's help, we compared some numbers. The \$146 on the average donation went up due to the Board pledges. This was also the first year we did regret cards where people could send in a donation, and that went over well with \$2,575. We are still going to be at the Marriott next year as they are giving us a \$2,000 donation for some of the difficulties we had that evening. We're looking at using that for a VIP pre-event. It can be a special entry for an extra cost. It will also help with registration as some people will come earlier for that. We are also looking at lessening cost by adjusting food options, such as a buffet or only one plating. The Marriott will be redecorating, and it goes well with our theme next year of Minnesota. That should help with some costs as well. Our goal is to lower food to \$50 per person, which I don't know if it's possible at the Marriot. Sarah who was our auctioneer was hard to connect with ahead of time, and it was hard to communicate our branding and wording with her.

ANNA: How much is it to hire her?

ANDRÉA: \$15,000. Because of this, we are looking at new auctioneers. We also won't do a band, and as a result we won't do the late-night bites. Some other things we're toying with is trying to get people to register earlier by doing an early bird registration. Also, there's so much work that goes into the silent auction that people need more time. We were talking about opening that up ahead of time, as well as opening it up to people who can't come to the event. I think we had too many items, even though it was less than last year. Kate found out you should have one silent auction basket for every five guests. We should have had 60, but we had 100.

SARAH: Why did the silent auction cut off at seven pm?

ANDRÉA: We wanted people to change and concentrate on the event and giving. We are also thinking if we can open the doors earlier, they can meet their tablemates and get their chatting out ahead of time.

SHERIFF STUART: That also comes to the emcee. You have to take command of the crowd.

MARINA: The acoustics weren't outstanding there as well.

ANDRÉA: We're thinking of setting the room up differently for acoustics. Kate and I met with Wendi from the Marriot and she was helpful to talk about how we can save costs.

MARINA: Is the date still the first weekend of October?

ANDRÉA: Yes. All other locations are booked, so that's the only time we can do it. We're looking out to two years from now to see when and where we could do the Gala.

SEAN: When will redecorating be done?

ANDRÉA: It will be done before our Gala in 2020.

SEAN: Do you have a sense if you take the Board pledges out what the trend of the donations were?

JANE: It would probably be closer to the 2017. Some of that is because of our transitional year. It was difficult to secure a match.

ANDRÉA: With Lisa leaving, it was really hard on us. She left the week of the Sponsorship Bliss, and we weren't sure who she talked to or asked. We know for this coming year we need to start looking for a sponsorship as soon as possible, which we will do.

SEAN: What are other locations you're looking at?

ANDRÉA: We're looking at the Mississippi Gardens. We're also looking at the Mermaid as it was remodeled. There was also a place in Ramsey that we have on our schedule to look at.

SHERIFF STUART: Have you looked at Andover?

ANDRÉA: We're looking into that as well. I'm going to switch our gears to talk about the Benevon Fundraising Model. This model is built on sales. It's based on relationships and getting them sold on what you're selling. And what we're selling is ending youth homelessness in our city. The first part of it is to have a point of entry event. For us, that's A Look Inside HOPE which is a tour of the Drop-In Center and presents on what we do. After people come to this event, Monica follows up with each individual—which is step two of this model.

SARAH: Do you have any numbers of what percentage stay to volunteer?

ANDRÉA: We're working on that, and that's something we want to include in future scorecards.

MONICA: I can give you an estimate. I would say 40-50%. My background is in sales, so I do a trickle-down method. I reach back out to them in increments.

ANDRÉA: Once we get them excited about it, we do step 3—asking for money. It may be an annual appeal. That's the idea behind our Inspiring HOPE Luncheon, which we are doing as a Breakfast. These aren't our normal donors who always donate, but new donors or potential donors who may want to get involved or donate. Afterwards you call them and thank them, so they may tell others about their mission and get them excited. That's where other events come in—the 4k and Out of the Cold—they are events that get their contacts involved. It's a little different philosophy than Lisa had. I don't know if it's necessarily successful to get 600 people at our Gala, but more successful to get the right people there. I think everything we do should be mission driven.

CHERYL: Some of the organizations I work with does the Benevon Fundraising Model, and they only do one event. It depends on how much time and resources your organization puts into the events. Events are a lot of work. So usually they only do one or two events.

ANDRÉA: I think the 4k and Out of the Cold are super unique events. They allow families to be involved and are very connected to the mission. I think those are core events. The Gala is a core event, it should be about sharing the mission of HOPE 4 Youth. And the Luncheon didn't meet its goals last year, so I want to see if trying this model makes it more successful. Then after that, see if this event is impactful or should be let go.

SEAN: You're suggesting walking away from the Luncheon?

ANDRÉA: The Luncheon, yes. Which we want to try as a Breakfast. I want to leave this all with you to sit and chew on. If it doesn't fit with our vision as an organization, let me know. This is a non-profit model though. My hope is to retain donors and keep them giving.

SEAN: In order of the events, what makes the most to the least?

ANDRÉA: The Gala makes the most. The 4k was pretty successful, along with the Out of the Cold. I feel we're tapping into donor fatigue because we're reaching out to the exact same people. We're changing the Spaghetti Dinner into the Volunteer Appreciation Event.

CHERYL: We don't account staff time into this, right?

ANDRÉA: Yes. It would be a lot more. The cost of staff time for the Gala and the exhaustion they feel is too much.

SEAN: I've thought before it is too many events, and I personally just keep reaching out to the same people to donate.

STEPHEN NASH: With the 4k I was impressed how many teams from school signed up, not because of school but because they chose to. I don't think we even need the silent auction baskets.

CHRIS: I appreciate your perspective, Andréa. Feel free to make tweaks. That's why you're here and we want to try new things.

ANDRÉA: Thank you. We had a lot of donors on Give to the Max Day. We had 192 donations, and many of those hadn't donated since 2017.

ANNA: How do you talk to your volunteers about savior complex?

MONICA: Quite directly. I start off at A Look Inside HOPE and let them know that being a volunteer is to be accepting and have open arms.

ANDRÉA: We are changing some of our language so as we don't perpetuate the savior complex.

MARINA: Can you give an example of changing the language?

CHERYL: That we're partnering with them and going along with their journey.

ANDRÉA: The other thing you requested was the Development Team and the descriptions of their roles. This is different than what Cheri and Kate had. I also wanted to update you on Out of the Cold. We have 20 teams signed up, and quite a bit of hockey teams signed up to go out in the cold to raise money. One team signed up for a goal of \$15,000.

STEPHEN N.: The team can raise prior, correct?

ANDRÉA: Yes.

STEPHEN N.: We're setting one up in my business.

ANDRÉA: Thank you for doing that. Finally, the Annual Appeal went out to the mail last week.

There were no further Development Updates.

BOARD BUSINESS (Chris Warner) 6:14

CHRIS: We are not having a Board Meeting in December. That said, it is likely we'll need to vote as a Board for candidates. It'll be Monday the 16th on the phone. Just a quick vote. We'll make sure the information gets out ahead of time. Please hold this slot. Also, the original thought was the Executive Committee would take a stronger role with the overall Strategic Plan with HOPE 4 Youth. Talking with Stephen Spears, we've come to an agreement we're close to getting an Executive Director on board, so the best thing to do is to hold off a bit and partner with them when they come. Then the Steering Committee would oversee Programs and that piece of it.

SEAN: Can you clarify the Executive Committee working with the strategic plan?

CHRIS: Last year we struggled with it. We struggled one if it was a check and balance with the Executive Director on the strategic plan or a partnership. We decided we felt it should be a partnership. Instead of

dumping it on the Steering Committee to have another task, we decided the Executive Committee would help with this.

MARINA: I think it would be good to do another Board Retreat when the new Executive Director comes on board.

SEAN: My perspective is it's going to be important work to partner with this new Executive Director.

CHERYL: It's really important it's not Executive Director-driven. Use the Steering Committee as your strategic team. You want the Executive Director to observe and see what's going on before they dive in. Do a really thoughtful strategic plan—bring your staff, leadership, and Board into it.

CHRIS: Before we end this part, I want to invite Jerry and John to the January meeting. We want to get them a gift and show our appreciation to them.

MARINA: Would Jim also come, then?

CHERYL: Yes.

There were no further Board Business Updates.

EXECUTIVE UPDATE (Cheryl Jensen) 6:22 pm

CHERYL: Last week I presented 11 candidates. The Search Committee reviewed the candidates and chose five candidates to bring back. Our first-round interviews will be Friday December 6th. The final interviews will be the top two for sure, maybe three. We'll interview Friday December 13th. We have a good mix of candidates—male, female, white, other ethnicities. We have a lot of candidates with senior leadership experience. A lot of it will be cultural fit. We want to include more staff in the final interviews. I'm hopeful. We have a lot of candidates that have a lot of sophistications. We have one out of state candidate. With that, we were asked for criteria for the interviews. My hope is we can send out all the information the 13th so we can take a vote on the 16th.

ANNA: Are we virtually voting?

CHERYL: Yes. I want to make an offer that Monday to the candidate.

SEAN: Do we have a standard consumption package approved?

CHERYL: Yes, Karen made one on the way out. I'll send that to the Board so you know what that is.

Chris: Do we need to vote on the consumption package?

MARINA: I would speculate we need to vote on the person, but if it's a replacement and it's already in the budget, I wouldn't think we'd need to vote on that.

CHRIS: That works for me.

CHERYL: After we make the hire, I'll be putting together an onboarding planning. There will be a small transition period that I'll share with the Executive Committee.

SEAN: When does that initiate?

CHERYL: After we get the hiring letter signed. My hope is we can make an announcement before the New Year. One candidate is not working who could start right away. A couple others would need to give a month-notice.

Cheryl welcomed Laura Berg to share her personal announcement.

LAURA BERG: I wanted to let the Board know I have put in my months-notice. My husband has a couple job offers at an education center in Japan. He has been teaching English part-time online and wants to pursue this as a career full-time. Unfortunately, he can't do this in Minnesota unless he goes back to school. A good friend who worked in Japan connected him with this education center, and everything just came together well. This is bittersweet as I am excited for Japan, but sad to leave here. I want to thank you all as the Board for everything you do for HOPE 4 Youth. One of my favorite parts of my job is the Board Meetings. You all put countless hours into furthering our mission. Especially during the transition this past summer, as a staff member I felt incredibly cared for by you. Thank you for all you do.

CHERYL: We are having a goodbye party for Laura, and I will send out an invite to all of you.

The Board thanked Laura for her work with HOPE 4 Youth.

There were no further Executive Updates.

MEETING ADJOURNMENT

Motion by Chris Warner, seconded by Mark Nolen to adjourn the meeting. Meeting adjourned 6:34 pm.

Respectfully submitted, lmb.