



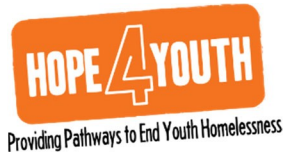
BOARD OF DIRECTORS MEETING

Monday, March 28, 2022

5:00 – 7:00pm

Meeting Location: Anoka County Sherriff's Community Room  
(If needed, virtual/call in: [Zoom Link](#))

AGENDA	TIME
• Call to Order (Steve Nash)	5:00pm
• Mission Moment (Anna VonRueden)	5:10pm
• Approve Agenda and Minutes (Steve Nash)	5:15pm
• Board Development/Nominating Committee update (Stephen Spears) <ul style="list-style-type: none"><li>○ See nomination bio in Board Packet<ul style="list-style-type: none"><li>• Linda Barnum</li></ul></li></ul>	5:20pm
• Board Executive Committee update (Steve Nash) <ul style="list-style-type: none"><li>○ Board 1:1s, Board Buddy</li><li>○ Committee vision<ul style="list-style-type: none"><li>• Strategic Committee focus – 2022</li><li>• Program Committee launch</li></ul></li><li>○ Policy update: Fund Management Policy – need approval</li></ul>	5:25pm
• A Night of HOPE Update and Discussion (Julie Orlando – JJ Slag) <ul style="list-style-type: none"><li>○ Event update</li><li>○ ACTION for board<ul style="list-style-type: none"><li>• Sponsorship opportunities</li></ul></li></ul>	5:35pm
• Executive Director Update (LaChelle Williams) <ul style="list-style-type: none"><li>○ Operational Update</li><li>○ Program Update</li><li>○ New Facility Update</li></ul>	5:50pm
• Financial Report (LaChelle/Tanya Bacigalupo/Don Phillips)	6:15pm
• Open Business (Steven Nash)	6:30pm
• Adjourn	7:00pm



**Board of Directors  
Meeting Minutes  
January 24, 2022  
5:00-7:00 pm; Zoom**

**Board Members Present:** Pat Chen, Julie Cole, Paul Lenzmeier, Stephen Nash, Don Phillips, JJ Slag

**Board Members Absent:** Brad Konik, Stephen Spears, Anna VonRueden, Sue Woodward

**Staff and Guests Present:** Angie Forsman, Brooke Limanen, Mark McNamer, Julie Orlando, LaChelle Williams

**Call to Order**

The meeting was called to order at 5:03pm by Steve Nash.

**Mission Moment (LaChelle Williams)**

LaChelle shared the following for 2021:

- There were nearly 2500 visits to the Drop-In Center.
- 222 youth received case management services.
- 1450 meals were served.
- Daily referrals were made for housing, mental health, chemical addiction, education, employment and so much more through our youth connections.
- HOPE 4 Youth brought in \$400,000 in the month of December, moving our year-end results from a deficit to a surplus.

**Approval of Agenda and Minutes**

**Motion** made by Paul Lenzmeier, seconded by Don Phillips, and passed unanimously to approve the agenda and November 2021 minutes.

**Board Member Engagement (Steve Nash)**

HOPE 4 Youth will be decreasing board meetings to six per year to help accommodate our successful and busy Board of Directors. There will be an increased focus on committee work with monthly written reports from each committee. We will begin utilizing the board packets to get information so that more discussion can happen during the board meetings.

One of the goals is to use board more effectively to fundraise. HOPE 4 Youth has an aggressive budget this year. Board members are encouraged to think outside the box to help expand the fundraising efforts.

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

In 2021 HOPE 4 Youth reached 341 youth and successfully turned a trending deficit into a surplus. We have secured HR resources through MACC, which will provide us ongoing support with HR practices and improvements. The HOPE 4 Youth culture has improved with our team being able to work creatively and collaboratively. We will fill our open Administrative Coordinator position by March 1 and are looking to expand our current parttime role of HOPE Homes Specialist to fulltime if we receive Pohlad funding. We are filling gaps in marketing, grant writing, social media etc., by partnering with contractors. Our financial situation is strong and perception by our partners has improved.

The Senior Leadership team has unpacked the Strategic Plan work of the Steering Committee. Julie, LaChelle and Mark have begun the process of operationalizing the plan.

There is a meeting scheduled on Thursday with Representative Stephenson on the BUILDING HOPE project. A question was asked about the current Drop-In Center and what it to become of it. It was stated that while we would be reducing our presence in Anoka, we would possibly be keeping offices in Anoka to maintain that relationship. A discussion was had about mental health services being available in the new space, and the benefit of having the drop-in and Admin in in same building. We have been steadily outgrowing our current drop-in center and funding is available now. The options are finding vacant land to build on or securing one of the limited number of properties for sale. The question was put to the board, does anyone have a contact?

### **Finance & Administration December Financial Report (Angie Forsman and LaChelle Williams)**

HOPE 4 Youth ended the year with a surplus. 30% of HOPE 4 Youth's total revenue for the year came in December. Government grants and individual donors were the major contributors. 50% of the year expenses is salaries and benefits.

It was asked how HOPE 4 Youth turned a planned deficit into a surplus. LaChelle explained that there were OEO reimbursement funds that were found and that the team really pushed to raise the extra funds.

### **Program Update (Mark McNamer)**

Mark talked about HOPE 4 Youth's plan to socialize and execute the four program pillars and four outcomes based on nationally recognized models. He also spoke about how youth move the program at HOPE 4 Youth. At HOPE Place, Mica has decreased the vacancies to an average of 7 days. And 9 out of the 12 youth at HOPE Place have successfully moved to stable housing.

HOPE Homes has served 23 youth since inception. Mark referred to Jack's story which is posted on the website for further insight into the success of this program. At the Drop-In Center 59% of the youth that walked through the door received case management services. Delfina, Youth Services Coordinator, is in the process of attaining her Outreach certification. There are currently two interns working at the drop-in center.

Other goals discussed for 2022, were to amplify program attainment, create and strengthen partnerships and elevate communication.

**Advancement Update (Julie Orlando)**

Julie offered that part of the fourth quarter success was due to the format of HOPE 4 Youth's annual appeal. The communication was changed from a letter to an easier to read pamphlet in 2020. Advancement goals for 2022 include engaging and retaining stakeholders, to fundraise over \$1,485,000 and to amplify our mission with compelling content on social media, our website and e-communications.

Upcoming Events:

A Night 4 HOPE - Apr 23, at The Mill Site in Anoka

May One Run in St Paul - May 1, HOPE 4 Youth is a beneficiary along with Treehouse

The Darkest Night 4K - Sept 30

Out of the Cold - Nov 7-11, mornings and evenings

**Open Business (Steve Nash)**

Discussion about creating a Program Committee and a Diversity Equity Committee. The board was asked if there was any committee, they would like to be a part of.

**Adjourn**

The meeting ended at 7:00pm.

Respectfully Submitted,

Brooke Limanen, Finance and Data Specialist



# LINDA BARNUM

Controller, Restaurant Technologies

---

## CONTACT

Phone:  
612.812.6242

Email:  
linda.a.newman1@gmail.com

LinkedIn:  
[www.linkedin.com/in/linda-a-newman](http://www.linkedin.com/in/linda-a-newman)

## INTERESTS

Spending time with kids and grandkids  
Seeing live music  
Traveling  
Reading books  
Gardening

I have over 30 years of audit, accounting and supply chain experience in the uniform rental and food safety industries. My background includes strategic planning, organizational leadership, process re-engineering, change management, productivity improvement, mergers and acquisitions, enterprise risk management, and accounting for public and private equity companies.

In addition to broad experience interacting with C-suite and other senior level management, and Boards of Directors. I am incredibly proud of my humility, strong work ethic and continued desire to lead and coach teams. I am CPA, and a member of the MnCPA society.

---

My Strengths Profile:

Responsibility  
Maximizer  
Discipline  
Arranger  
Relator



---

## HOPE 4 Youth - Board Committee Structure 2022

---

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

Members: Steve Nash, Anna VonRueden, Don Phillips, Stephen Spears, Vice Chair | Staff: LaChelle W

Objective

- Oversee, monitor, and support the performance of the Executive Director
- Ensure the organization’s strategic plan is operationalized and monitor for performance
- Plan and monitor risk to the organization

### **Development Committee** – Chair – JJ Slag

Members: Julie Cole, Rich Branham, Don Phillips | Staff: Julie Orlando

Objective

- Diversify H4Y’s funding mix to include growth of revenue from corporate partners/organizations and sponsorship expansion
- Ensure marketing plan supports revenue generation

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

Members: Sarah Nohner, Tanya Bacigalupo

Objective

- Oversee the financial health of the organization
- Manage the annual audit

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

Members: Sue Woodard, Paul Lenzmeier

Objective

- Work with ED to operational 2021-2023 Strategic Plan

### **Board Nominating Committee** – Chair – Stephen Spears | Staff: LaChelle Williams

Objective

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

### **Program Committee** – Chair – Anna VonRueden | Staff: Mark McNamer

Members: *Pending board update*, DeeDee Gorman

Objective

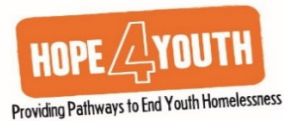
- Ensure transformational relationships with community experts are cultivated
- Oversee program opportunity improvements per 2022 Operating Plan

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

Members: Lucell Hanson

Objective

- Continue to develop a high performing culture which embraces diversity, inclusiveness, innovation and teamwork to support our mission



## **FUND MANAGEMENT POLICY**

HOPE 4 Youth recognizes the importance of establishing policies for managing the funds of the organization in order to accomplish its mission of providing pathways to end youth homelessness. This policy will establish the roles of decision making and authority in making banking and investment decisions, provide parameters for investing, and identify the threshold that triggers the option for investing beyond what is needed to provide sufficient cash to meet the day-to-day financial obligations of HOPE 4 Youth.

The Executive Director, in consultation with the Finance Committee, is responsible for evaluating and monitoring the investment management of the various funds on behalf of HOPE 4 Youth. They will evaluate all HOPE 4 Youth funds annually to determine if recommendations should be made to adjust fund management in order to meet the mission of the organization and will provide recommendations to the Board of Directors. The Executive Director, in consultation with the Finance Committee, is authorized to delegate certain responsibilities to professional experts. These include, but are not limited to Investment Management Consultants, Investment Managers, Custodians, and additional specialists.

When opening or closing a Money Market (MM) or other account or financial product, multiple Financial Institutions will be evaluated to ensure the highest rate of return and diversification. Throughout the process, consideration of interest rate risk, insurability risk, early withdrawal penalties, minimum balance requirements, accessibility, and concentration risk will be evaluated before the opening or closing of a MM or other account, or financial product takes place.

HOPE 4 Youth maintains Operating Funds to provide sufficient cash to meet the day-to-day financial obligations of HOPE 4 Youth in a timely manner. The objectives are preservation of capital, liquidity, and optimization of the investment returns. The Executive Director, in consultation with the Executive Committee will determine the minimum amount needed to maintain Operating Funds.

The Executive Director, in consultation with the Finance Committee will provide recommendations to the Executive Committee who is authorized by the Board of Directors to invest in:

- Interest bearing Savings and Checking accounts, and Money Market Funds

At the discretion of the Executive Director, in consultation with the Finance Committee, if and when HOPE 4 Youth has cash on hand in the Operating Funds to cover more than four (4) months of projected expenses, they can recommend to invest in an interest-bearing Money Market account or other financial product. Before investments are made, cash flow projections will be evaluated to maintain necessary liquidity for future growth. Financial Products will be chosen based on the liquidity needs of the organization.

## 2021-2023 Three-year Strategic Plan

### 2022 Operational Plan



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

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

**Core Values:**

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

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

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

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

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

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

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

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

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





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

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

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

### 1.2 Continuing to provide a range of services for young people experiencing homelessness and exploring the expansion of services not currently offered that could be provided as part of HOPE 4 Youth's continuum of care.

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

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

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

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

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

**1.5 Evaluating and addressing current and future space and facility needs through a comprehensive study and analysis that will include location, accessibility, safety for youth/staff/visitors, floor plan, size, etc.**

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

**1.6 Expanding and strengthening communication and outreach efforts to meet the needs of youth and ensure that we are reaching those in need of our services.**

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

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

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



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

**2.1 Ensuring equitable access to services, adapting services to meet the needs of diverse youth, and leveraging community partnerships while focused on the elimination of systemic barriers.**

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

**2.2 Maintaining and strengthening our efforts to meet youth where they are through an individualized approach to service delivery, avoiding a cookie-cutter mentality, to best meet the needs of a diverse community and address any disparity in program outcomes.**

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

**2.3 Diversifying practices for attracting and hiring staff, enlisting volunteers, and recruiting board members to ensure our staff, volunteers, and board members reflect the youth we serve.**

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

**3.8 Optimizing the organization’s human resources by evaluating staff and volunteer capabilities and matching them with the organization’s needs to determine if roles are best filled by staff or by volunteers.**

Tactics	2021	2022	2023	Comment
SLT and MACC review staff composition and explore opportunities of structural objectives		X		Ongoing
Audit and assess current volunteer roles		X		In-progress

**3.9 Leveraging data to drive decision-making, program enhancements, and operational adjustments.**

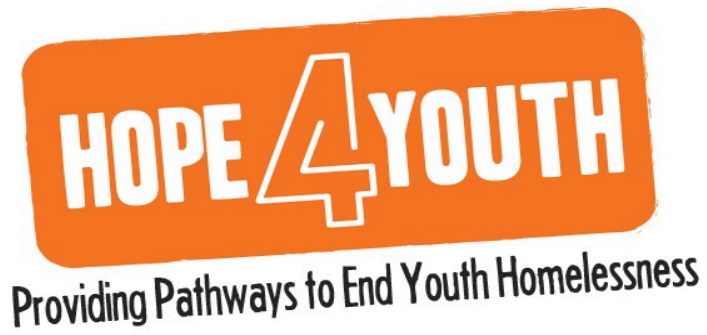
Tactics	2021	2022	2023	Comment
Audit and assess current client-trak information; provide recommendations		X		Q2
Audit and assess current financial reports; provide recommendations		X		Q1
Work with Controller to assess compliance gaps and improvement needs		X		Ongoing

**3.10 Evaluating the board of director’s composition, committee structure, and board governance practices to complete the shift from an operating board to an engaged governing board.**

Tactics	2021	2022	2023	Comment
Review and update board orientation		X		Complete
Review and update board handbook		X		In process
Re-launch Board Portal		X		Complete
Implement 6/year meeting structure		X		Complete
Prioritize committee structure: host monthly meetings, post and share updates and outcomes		X	X	Ongoing
Board financial support at 100%		X	X	Pending
Board engagement in events and/or programs at 100%		X	X	Pending
Engage in semi-annual 1:1 board visits	X	X	X	Ongoing

**2022 Matrix of Progress**

<b>Strategic Goal 1: Deepen our impact through high quality, high-impact programs and services</b>	
	<b>Status</b>
1.1 Creation of core program and services criteria deliverables; how using	In-progress
1.2 Social & Emotional Well-being, and Work and Career Readiness program expansion; how integrating	Q2 deep dive
1.3 Number of youth engaged in Social & Emotional Well-being referrals/programs (156 on 2021)	13
1.4 Compliance with Dept of Health and H4Y's meal distribution	Yes - expanding
1.5 New facility vision, case study, and legislative support	3 House/1 Senate
1.6 Diverse task force results regarding marketing and messaging efforts	Q2 deep dive
1.7 Update Program Scorecard reflecting mission critical outcomes and progress	Q2 Plan
<b>Strategic Goal 2: Create a diverse, equitable, and inclusive organization</b>	
2.1 Youth Advisory Council program improvement recommendations	HOPE Place review
2.2 Analyzed results from intake process; proposed recommendations	Pending
2.3 Development of DEI Board Committee in Q3; prioritized body of work	Pending
2.4 Outcomes from MACC and leadership gaps and opportunities; next steps	Pending
2.5 Identify and incorporate DEI competency training; staff, board, volunteers	Pending
<b>Strategic Goal 3: Strengthen business practices to support high performance</b>	
3.1 Staff structure and process improvements; share recommendations and roadmap	Updated 2.22
3.2 Incorporate training prioritization for staff; build into staff accountabilities/professional development	Continuous Coaching
3.3 Audit Finance and HR policies and procedure to create improvement roadmap	In-progress
3.4 Successful Advancement plan related to revenue generation; month-to-month progress	Reviewing
3.5 Increase social media followers by 5%, and e-blast subscribers by 10%	Pending
3.6 Work with MACC to test benefits/payroll/culture; completion of updated Employee Handbook	In-progress
3.7 Create a robust volunteer experience; reoccurring connections with H4Y, updated volunteer book, etc.	Pending
3.8 SLT and MACC review volunteer and staff opportunities to effectively meet mission	Pending
3.9 Assess and provide recommendations for improved program, administration, and financial reporting	Pending
3.10 100% board engagement	Pending



**Fiscal Year 2022**  
**Financial Statements**  
**as of February 28, 2022**



**Balance Sheet**  
**as of February 28, 2022**

	<b>January</b>	<b>Comments</b>
<b>Assets</b>		
Cash and Cash Equivalents	687,918.19	
Board Designated Operating Reserve	514,351.17	
Receivables	88,095.87	Heartland Tires, GRH, OEO
Prepaid Expenses	41,453.19	
Inventory	65,954.68	
Investments	38,702.48	Principal Investment
Property and Equipment, net	1,606,560.19	
<b>Total Assets</b>	<b>3,043,035.77</b>	
<b>Liabilities</b>		
Accounts Payable & Other Accrued Liabilities	44,526.50	Payroll liabilities
Mortgage Payable (VB)-Hope Place	274,520.02	
Mortgage Payable (Finl One)-Admin Office	144,923.06	
<b>Total Liabilities</b>	<b>463,969.58</b>	
<b>Net Assets</b>		
Unrestricted-Undesignated	1,857,202.13	
Unrestricted-Board Designated Operating Reserve	514,351.17	
Temporarily Restricted	232,333.35	Heartland, Ratfield, HSF, Christ Lutheran
Current Year Net Surplus(Deficit)	(24,820.46)	
<b>Total Net Assets</b>	<b>2,579,066.19</b>	
<b>Total Liabilities &amp; Net Assets</b>	<b>3,043,035.77</b>	

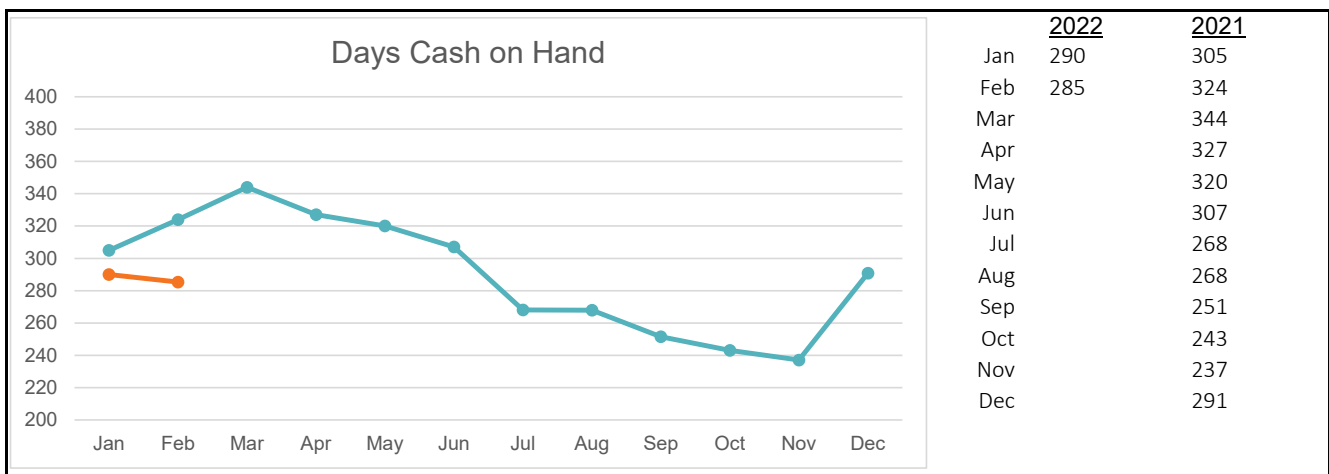
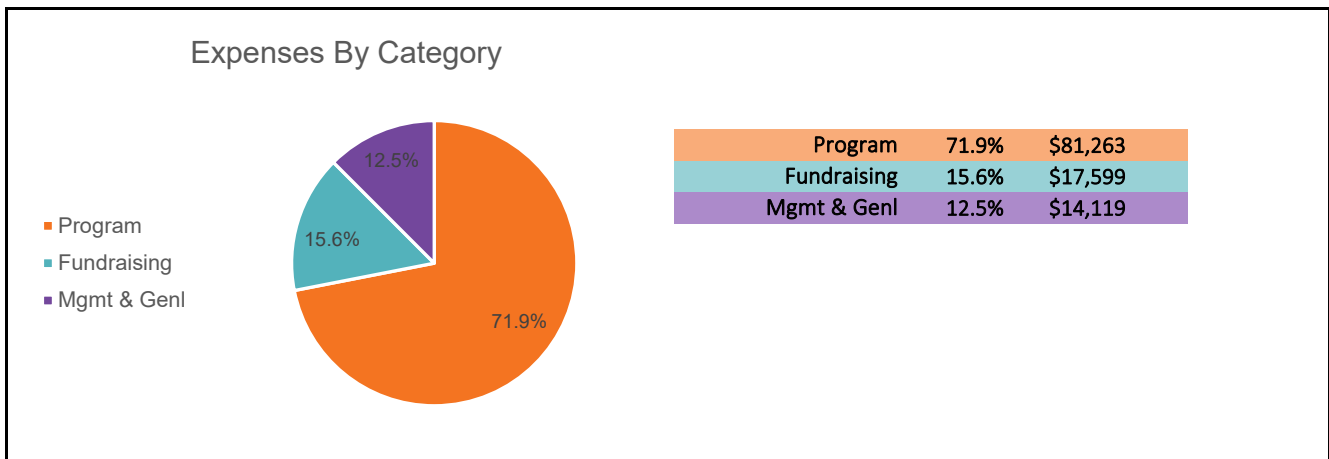
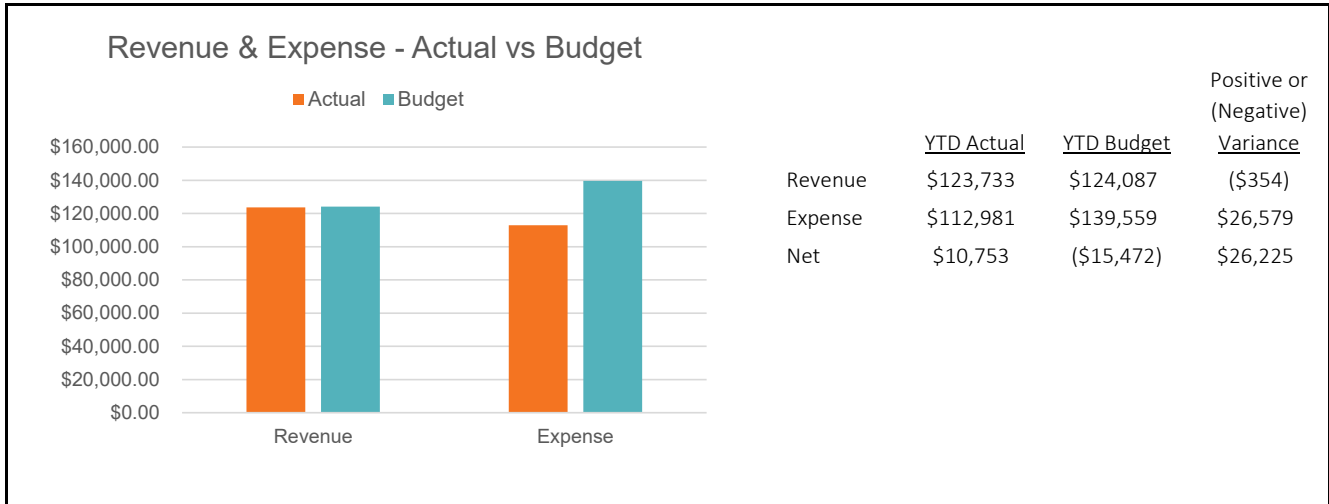
**Income Statement**  
as of February 28, 2022

	Actual	Budget	Actual to Budget Variance	Act to Bud Variance Comments
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
DONATIONS, GIFTS, & GRANTS	98,433.38	95,199.00	3,234.38	Trending as budgeted
SPECIAL EVENTS	11,322.72	10,000.00	1,322.72	Sponsorships trending positively
OTHER SUPPORT	3,339.80	6,750.00	(3,410.20)	Reduction of In-kind contributions (need)
PROGRAM SERVICE FEES	10,230.56	10,930.00	(699.44)	
HOPE'S CLOSET SALES.	0.00	0.00	0.00	
INVSTMT INC & OTHR GAIN(LOSS)	406.88	1,208.33	(801.45)	Market
<b>Total Income</b>	<b>123,733.34</b>	<b>124,087.33</b>	<b>(353.99)</b>	
<b>Expense</b>				
PAYROLL, TAXES, & BENEFITS	60,387.48	79,954.00	(19,566.52)	Budgeted merit increases in affect on 3.5.22 payroll
CONTRACTED SRV & PROF FEES	18,154.34	17,089.00	1,065.34	MMC overages - ended relationship on 2.28.22
INSURANCE.	3,979.92	2,999.00	980.92	
BULDING & FACILITIES EXPENSE	6,685.31	10,431.00	(3,745.69)	Timing of rent (overpayment Sept 2020 correction)
SUPPLIES & MINOR EQUIPMT	0.00	1,792.00	(1,792.00)	
POSTAGE, MAILING, & DELIVERY	0.00	1,033.34	(1,033.34)	
STAFF, BOARD, & VOLUTEER EXP	338.72	847.00	(508.28)	
PROGRAM EXPENSES	15,835.99	17,310.00	(1,474.01)	
PRINTING & PROMOTION EXPENSE	1,193.68	425.00	768.68	
TRAVEL & TRANSPORTATION	79.24	233.00	(153.76)	
LICENSES-MEMBRSHPS-DUES-FEES	2,553.70	3,285.00	(731.30)	
DEPRECIATION EXPENSE.	3,772.44	4,161.00	(388.56)	
<b>Total Expense</b>	<b>112,980.82</b>	<b>139,559.34</b>	<b>(26,578.52)</b>	
<b>Net Ordinary Income</b>	<b>10,752.52</b>	<b>(15,472.01)</b>	<b>26,224.53</b>	
<b>Net Income</b>	<b>10,752.52</b>	<b>(15,472.01)</b>	<b>26,224.53</b>	

**Statement of Revenue and Expense**  
**Fiscal Year 2022 - through February 28, 2022**

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Over(Under) YTD Budget</u>	<u>Full Year Budget</u>
<b><u>Revenue</u></b>				
Donations, Gifts, and Grants	\$158,235.69	\$154,600.00	\$3,635.69	1,245,000
Special Events, net	11,322.72	10,000.00	1,322.72	240,000
Inkind Contributions	12,485.88	12,750.00	(264.12)	100,000
Program Service Revenue	19,310.41	21,860.00	(2,549.59)	131,160
Store Sales	0.00	0.00	0.00	10,000
Investment & Other Income	1,514.79	2,416.66	(901.87)	14,500
	<b><u>\$202,869.49</u></b>	<b><u>\$201,626.66</u></b>	<b><u>\$1,242.83</u></b>	<b><u>1,740,660</u></b>
<b><u>Expense</u></b>				
Payroll, Taxes, and Benefits	120,935.94	159,908.00	(38,972.06)	959,445
Contracted Srvs & Professional Fees	31,371.74	33,102.00	(1,730.26)	196,206
Insurance	4,927.33	5,994.00	(1,066.67)	35,984
Building and Facilities Expense	19,727.07	21,243.00	(1,515.93)	129,365
Supplies and Equipment	248.18	3,584.00	(3,335.82)	21,500
Postage, Mailing & Delivery	0.00	1,866.68	(1,866.68)	10,000
Staff, Board, & Volunteer Expense	542.21	1,194.00	(651.79)	19,360
Program Expenses	34,501.62	36,721.00	(2,219.38)	255,310
Printing and Promotion Expenses	1,764.88	800.00	964.88	16,000
Travel and Transportation	122.92	310.00	(187.08)	3,400
Licenses, Membrshps, Dues, & Fees	6,003.18	6,561.00	(557.82)	40,819
Depreciation Expense	7,544.88	8,322.00	(777.12)	49,936
	<b><u>\$227,689.95</u></b>	<b><u>\$279,605.68</u></b>	<b><u>(\$51,915.73)</u></b>	<b><u>1,737,324</u></b>
<b>Net Surplus(Deficit)</b>	<b><u>(\$24,820.46)</u></b>	<b><u>(\$77,979.02)</u></b>	<b><u>\$53,158.56</u></b>	<b><u>3,336</u></b>

# HOPE 4 Youth Financial Dashboard YTD through February 28 , 2022





Providing Pathways to End Youth Homelessness

# Program Snapshot January 2022

## HOPE 4 Youth Drop-In Center Youth Statistics

168

Drop-In Center Visits

83

Unique Youth

YTD = NA

Under 18 = 2

Children Present = 15

7

New Intakes YTD = NA

### DIC Community Referrals

Employment	2
Housing Referral	12
Mental Health Referral	2
Other	18
Social Service Provider	4

### Case Management Services – All Programs

95 Youth Received 103 Hours of Case Management Services

DIC: 71 (86%) of youth received CM

### HOPE Homes

New Intake = 0

Screening = 1

Active Youth/Host = 9

Total Youth Served = 10

### HOPE Place Youth Statistics - 12 youth served

- 1 completed program and moved to market rate, 3 new residents entered
- 6 residents continue to work on a career path (production, auto mechanics, retail, 2 in restaurant industry, 2 in education)
- 8 residents are working
- 2 working and taking post high school education classes
- 3 working on post high school education classes starting spring semester (1-construction/carpentry and 1-IT)
- 2 working on driver's license
- 1 is focusing on mental health, cd treatment

Career Force Sessions at HP = 5 individual sessions with 4 residents

### Drop-In Center On-Site Resources

6

Crisis Calls





Providing Pathways to End Youth Homelessness

# Program Snapshot February 2022

## HOPE 4 Youth Drop-In Center Youth Statistics

**179**

Drop-In Center Visits  
YTD = 352

**92**

Unique Youth  
YTD = 127  
Under 18 = 4  
Children Present = 10

**21**

New Intakes  
YTD = 28

### DIC Community Referrals

Employment	4
Emergency Shelter	2
Housing Referral	2
Mental Health Referral	2
Other	2
Social Service Provider	5

### Case Management Services – All Programs

83 Youth Received 103 Hours of Case Management Services

DIC: 70 (76%) of youth received CM

### HOPE Homes

New Intake = 1  
Screening = 1  
Active Youth/Host = 8  
Total Youth Served = 10

### HOPE Place Youth Statistics - 13 youth served

- 2 exited for alternate housing
- 1 new residents entered
- 8 residents continue to work on a career path (production, auto mechanics, retail, restaurant industry, education, nursing)
- 8 residents are working
- 2 working and taking post high school education classes
- 3 working toward starting post high school education classes (construction, IT, nursing)
- 2 working on getting their driver's license
- 1 has entered cd treatment

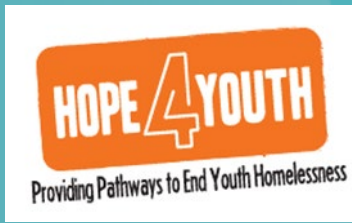
Career Force Sessions at HP = 8 individual sessions with 5 residents

### Drop-In Center On-Site Resources

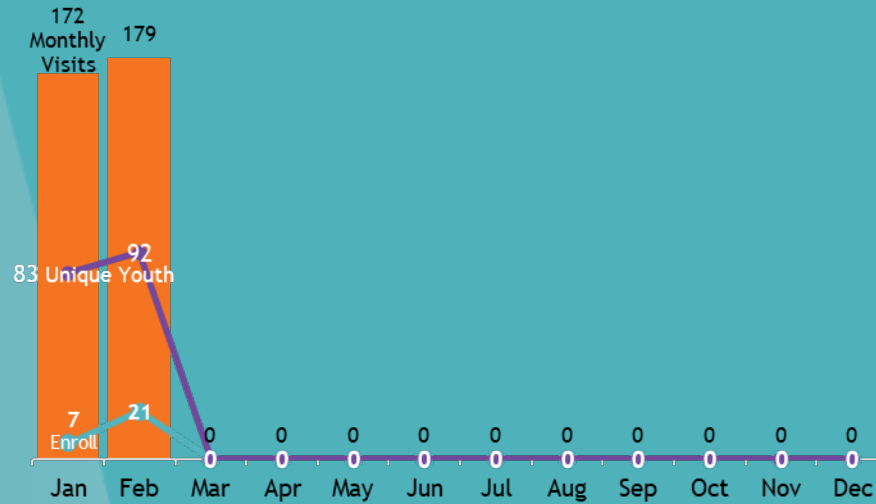
**15**

Crisis Calls





# February 2022 DIC Data



How Referred	
Row Labels	Unique Youth
Church	1
Government	1
Internet	2
Another Client	2
Other	3
Unknown	4
Outreach	5
Other Agency	9
School/Community Org	17
Friend/Family	48
<b>Grand Total</b>	<b>92</b>

Case Management Services		
Row Labels	# of Services	Count of Client
2021 - 02	79	23
2022 - 01	178	71
2022 - 02	154	70

Drop In Center - Under 18	
Row Labels	Unique Youth
2022 - 01	2
2022 - 02	4
<b>Grand Total</b>	<b>5</b>

Drop In Center - Children Present	
Row Labels	Unique Youth
2022 - 01	15
2022 - 02	10
<b>Grand Total</b>	<b>22</b>



Providing Pathways to End Youth Homelessness

# Advancement Scorecard January 2022

## VOLUNTEER HOURS

# 519

Total Hours

Up 36 hours from Jan 2021

293 hours  
19 hours  
18 hours  
0 hours  
188 hours  
0 hours

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

## DONORS

# 15

New donors gave  
\$4,329.81

Down 20 and \$6,033.28  
from Jan 2021

# 2

New recurring  
monthly donors

Same as Jan 2021

## DONATIONS: \$37,505.82

Down \$3,962.49 from Jan 2021

\$24,203.44	Individuals
\$6,592.00	Civic & Faith Based, Small Business
\$4,048.18	Corporations
\$2,662.00	Foundations
\$0	Events
\$0	Government

## ACTIVE VOLUNTEERS

those that have volunteered in the past 6 months

# 104

Active Volunteers  
Up 45 from Jan 2021

# 5

New Volunteers  
Down 2 from Jan 2021

## SOCIAL MEDIA STATISTICS

# 27,365

Impressions

# of times content appears  
in front of a user.  
Down 36,411 from Jan 2021

# 1,104

Engagement

# of times a user commented,  
reacted, shared, or clicked  
on content.  
Down 2,989 from Jan 2021

# 13,411

Followers

Up 609 from Jan 2021

## WEBSITE STATISTICS

### 2,774 Page Sessions

A single website visit that can include many pageviews.  
Down 100 from Jan 2021

### 1,897 New visitors (new stat)

### 412 Returning visitors

Down 69 from Jan 2021

### 0:01:54 Average time on website

Up :07 from Jan 2021

## EMAIL STATISTICS

### 8,196 Accepted Subscribers

Down 333 from Jan 2021

### 0% Open Rate

No eblasts sent





Providing Pathways to End Youth Homelessness

# Advancement Scorecard February 2022

## VOLUNTEER HOURS

# 605

Total Hours

Up 380 hours from Feb 2021

307 hours  
34 hours  
18 hours  
34 hours  
206 hours  
6 hours

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

## DONORS

# 23

New donors gave \$10,218.97

Down 13 and up \$6,397.39 from Feb 2021

# 7

New recurring monthly donors

Up 1 from Feb 2021

## DONATIONS: \$100,149.62

Down \$7,421.76 from Feb 2021

\$22,033.22	Individuals
\$4,503.22	Civic & Faith Based, Small Business
\$6,105.22	Corporations
\$55,250.00	Foundations
\$12,257.96	Events
\$0	Government

## ACTIVE VOLUNTEERS

those that have volunteered in the past 6 months

# 104

Active Volunteers  
Up 32 from Feb 2021

# 6

New Volunteers  
Down 29 from Feb 2021

## SOCIAL MEDIA STATISTICS

# 63,096

Impressions

# of times content appears in front of a user.  
Up 13,555 from Feb 2021

# 3,035

Engagement

# of times a user commented, reacted, shared, or clicked on content.  
Up 19 from Feb 2021

# 13,444

Followers

Up 582 from Feb 2021

## WEBSITE STATISTICS

### 3,008 Page Sessions

A single website visit that can include many pageviews.  
Down 639 from Feb 2021

### 2,094 New visitors (new stat)

### 451 Returning visitors

Down 102 from Feb 2021

### 0:01:53 Average time on website

Down :16 from Feb 2021

## EMAIL STATISTICS

### 8,187 Accepted Subscribers

Down 266 from Feb 2021

### 35.12% Open Rate

Up 13.01% from Feb 2021