



**BOARD OF DIRECTORS MEETING**

Monday, October 24, 2022

5:00pm – 7:00pm

Meeting Location: Andover Community Center

Conference Room B

15200 Hanson Blvd NW

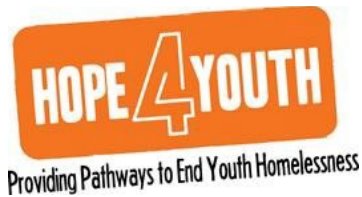
Andover, MN 55304

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

**AGENDA**

	TIME
I. Call to Order (Steve Nash) <ul style="list-style-type: none"><li>• Welcome</li></ul>	5:00pm
II. Mission Moment (Mark McNamer)	5:10pm
III. Chairman’s Report (Steve Nash) <ul style="list-style-type: none"><li>• Approval of Minutes</li><li>• Approval of Agenda<ul style="list-style-type: none"><li>• Questions, discussion, removal</li></ul></li><li>• Update on Executive Committee<ul style="list-style-type: none"><li>• Board Retreat next steps</li><li>• Annual Meeting</li></ul></li></ul>	5:15pm
<b>Strategic Discussions: Presentation and Feedback</b>	
IV. Quarter Three operational report (LaChelle) <ul style="list-style-type: none"><li>• 2022 financial outlook</li><li>• Staffing and structure</li><li>• 2023 projection</li></ul>	5:30pm
<b>Operational Updates</b>	
V. Advancement/Development Committee (JJ Slag)	6:00pm
VI. Program Committee (Anna VonRueden)	6:10pm
VII. Finance Committee (Don Phillips   Tanya/LaChelle)	6:20pm
VIII. Open Business	6:35pm
IX. Adjourn	7:00pm





# HOPE 4 Youth Board of Directors

## Meeting Minutes

Date: August 1, 2022

Time: 5:00 PM – 7:00 PM; Sheriff's Office and Zoom

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

Board Members Absent: None

Staff and Guests Present: LaChelle Williams, Julie Orlando, Tanya Bacigalupo, Kayla Flanagan, Danielle Snider

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### Minutes:

#### Call to Order

- The meeting was called to order at 5:04 PM by Steve Nash.

#### Mission Moment (Anna VonRueden | Kayla Flannagen)

- Kayla was a HOPE Place resident in 2018. She left the program unsuccessfully. She lived in a car for almost 10 months. Kayla has worked hard since her time with us. She has held a job for two years, has stable housing with a friend (whom she met at HOPE Place), and is the newest team member at HOPE 4 Youth.
- Kayla decided to not look at her HOPE Place exit as a failure. Instead, she took advantage of offerings at the Drop-in Center and all the services HOPE 4 Youth offers and got to where she is today. She has a full-time job, plus two part-time jobs. She mentioned Beau (another former HOPE Place resident). He was the speaker at the 2018 gala. In December, they were four years clean from their drug of choice.
- Kayla shared a beautiful tree analogy. There are roots in the ground. Everyone sees trunk (what we're well known for). There are many leaves, some bright and vibrant and some with holes. We don't always see the branches (case management, HOPE Place, volunteers at our location) which made a big difference in who she is today. Kayla is excited to bring the "branches" of our tree to our community.
- LaChelle shared that we created a Peer Specialist role at HOPE Place. This is an individual that can meet our youth at a level that our staff cannot. We are excited to explore how we can support our youth through this new position.

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

- Motion made by Anna VonRueden, seconded by JJ Slag, and passed unanimously to approve the agenda and May 23, 2022, minutes.
- Executive Committee Update
  - Linda Barnum has agreed to fill our Secretary position. A motion was made by Don Phillips, seconded by Paul Lenzmeier, and passed unanimously.
  - LaChelle updated the Executive Committee with a roadmap of how to move forward fiscally. How can we go forward to make sure we deliver as much of our resources as we can to our youth? We want to continue to have a collaborative culture. We do this with external organizations, but we also need to have a collaborative process between the board, leadership, and staff.
  - At our last board meeting, we asked for names of people we need to know. We got three names, one of which became a sponsor for the Heartland Golf Tournament. We need to work together as a team to collaborate. Each of us has different things/strengths to contribute. Be mindful of how your strengths lend themselves to HOPE 4 Youth. Steve suggested events as a great option to get involved and he always walks away feeling closer to our mission.

- Our Board Retreat had to be rescheduled. Our building “sprint” would have been decided by the original date. We were included in the bill. We got through the process. We got caught up in the dispute to go into a special session. We didn’t know until the end of June that the bill wasn’t going to happen. When it fell through, we didn’t have enough time to pivot and have the Board retreat through a different lens.
- For our upcoming Board Retreat, we are looking to plan our next three years. It was asked that LaChelle and her staff create a plan for the Board to play off of and ask questions.

### **Strategic Discussions: Presentations and Feedback**

- Mid-year Operational Report: Financial Solvency
  - HOPE Place Payoff
    - We currently owe an estimated \$269,000. The agreement with the Heartland Tire Foundation is we would use funds raised at their annual golf event to pay down the HOPE Place mortgage. Since 2018, HOPE 4 Youth has used the funds to pay the monthly payments but has not used the full amount donated to pay down the mortgage. Any funds raised over the roughly \$25,000 annual payment were put into operating funds. The intent of the gift is clear in the agreement with the Heartland Tire Foundation - monies raised are to pay down the mortgage. The Finance and Executive Committee agree that we should pay off the full HOPE Place mortgage, as intended.
    - A motion was made by Don Phillips, seconded by Julie Cole, and passed unanimously to pay off the full HOPE Place mortgage.
    - It was asked how we recognize the Mitchells for their amazing gift. Does it take the form of a plaque or celebration or something? It’s a big deal. There is the potential for further giving opportunities for brick-and-mortar projects.
    - It was shared that Kayla and Beau were at an event (Chain of Lakes’ Stepping Up 4 HOPE Walk) last night (July 31) and their impact was powerful.
  - Banking Partners
    - There is a *Bank Partner Roadway* in today’s Board packet. The Finance Committee suggested that we look into a Line of Credit. Tanya researched three partners. The findings were brought to the Finance Committee and 21<sup>st</sup> Century Bank is the unanimous option. The rate for the Line of Credit will be 3% over the deposit rate. This would be accomplished using HOPE Place as collateral. We would like to move forward with a Line of Credit through 21<sup>st</sup> Century Bank. We are asking for Board approval to move forward on a Line of Credit as a safeguard.
    - A motion was made by Don Phillips, seconded by Linda Barnum, and passed unanimously to open a Line of Credit through 21<sup>st</sup> Century Bank
  - Revenue Reforecast
    - As part of our due diligence at mid-year, staff reviewed our revenue generation and expense realities. Please see *Revenue Generation Snapshot* in today’s Board packet.
    - We have a few realities we need to overcome and make up (\$180k PPP Loan, \$213k audit swing, and a \$125k Pohlard grant denial). There is \$483k we need to manage against.
    - In reviewing January through June actuals and reviewed our forecasted July through December revenue and expenses, we see a gap of an estimated \$265k. We are in the process of working with the application process for Employee Retention Credit (ERC) and are very optimistic about funding. We are exploring new opportunities within Private Foundations, Corporate partners, and lapsed friends. We have a heightened focus on partners with a clear relationship management plan.
  - Transfer of Operational Reserves (Exec Committee approved)
    - Don Phillips shared that it is actually more positive than it might seem. It is a cash flow issue, and it gives us an opportunity to make some asks. The way it looks to Don, we may end up booking an excess for 2022. We should still use this opportunity to increase our “points of light” and make contacts. There are a lot more positives to this and we have a very good handle on this. We have a reserve for a purpose. Steve and Don both commended LaChelle and her team for all they have done. Hats off to Anna for a grant recommendation and our team for getting it submitted so quickly.
    - See *Financial Cash and Cash Equivalent Status* in today’s Board packet.
    - Our current cash and cash equivalent after paying off HOPE Place is still at 6.6 months of reserves. The Executive Committee authorized the transfer of \$200,000 into our general

ledger. In doing so we are still within the three to six months of reserves at five months. LaChelle is confident that we will return to six months in reserves.

- Potential Sale of Administrative Office
  - We have a motivated buyer who is willing to explore purchasing options. They bought the unit right next door. They worked with them saving the seller the commission costs by offering a reduced price point. We have a roughly \$145,000 mortgage left. By selling, we can enhance team cohesion and use roughly \$2,400 monthly on program expenses. There is also a safety reality at place. Our HOPE Place our Program Manager is alone two to three days a week. If Admin staff office out of HOPE Place, there will be several. Our Drop-In Center currently has two COVID cases. Admin has been stepping in. Offices at the Drop-In Center would be the most accessible and increase team cohesion as well.
  - The reality is that it's very rare that everyone is working from the Admin office that offices out of there since the pandemic. The building isn't getting the same use it did three years ago.
  - Feedback?
    - Pat supported citing the decision as both financial and practical. More people/presence we have at the facilities and the cost savings are both reasons to move forward to sell.
    - Linda supported having the staff be more visible to the youth within the organization.
    - Don noted that reconnecting with the mission is important. This money (from the sale) would be an asset and it needs to be set aside to ensure that there is funding for a down payment/build out/etc. As Treasurer, this decision is supported by him.
    - Steve asked people to think about questions and/or issues for our Board Retreat.
    - Anna asked the staff in the meeting for their opinion on the sale. Julie and Danielle both shared their support of the sale.
  - Don Phillips motioned, Julie Cole seconded, and the motion passed unanimously to give LaChelle the authority to solicit and negotiate an offer passes unanimously.
- Strategic Steering Committee (Paul Lenzmeier | LaChelle)
  - Current Plan and Vision for 2024-2026 Strategic Vision
    - The 2021-2023 Strategic Plan was reviewed. The outcomes are noted in Matrix and housed in Strategic Steering Committee folder. The committee talked about collaboration and strengthening outside relationships related to things that other non-profits are doing well to support our youth. There are different technologies that we can offer to our youth so they can have immediate needs at their fingertips.
    - We are centering ourselves on where HOPE 4 Youth was when they started nine years ago. We started a conversation about who we are today, which will inform us where we're going tomorrow. It was asked if prevention is still a space for HOPE 4 Youth. How much is the government spending regarding youth homelessness? At this point, we are providing immediate needs and tools to allow our youth to launch.

#### **Advancement/Development Committee (Julie Orlando/JJ Slag)**

- At the last meeting, LaChelle and Julie laid out the Fundraising Plan for the rest of 2022.
- One of the best things we as Board members can do is invite people to events. We need people that can resource events.
- We did a social media post last Thursday and since then it has been people donating things nonstop. At this point, the post has reached over 15,000 people and has over 750 shares. There was a Fox 9 interview at the Drop-In Center on Friday. When Julie arrived at the Drop-In Center on Friday there was a mountain of packages outside the door that Amazon had delivered overnight. It is amazing and really shows how much the community is invested in our mission.
- Several grassroots things are happening. Companies are doing collections and donation incentives, as well as a local influencer sharing our posting and raising \$550.
- The Summer Appeal is hitting over 5,000 mailboxes in about two weeks. This is perfect timing between our social media post going viral this week and the appeal dropping in mid-August. We are hoping to bring in over \$20,000 through the Summer Appeal.
- It was asked if we had gone back to Eagle Brook for funding. There have been several conversations with Eagle Brook. They are moving forward by solely supporting faith-based organizations.
- Don was instrumental in getting us connected to the Minnesota Horse and Hunt Club for the Clays 4 Youth event. Thanks Don!

- Please see the list of dates and links below for upcoming events.

### **Human Resources (LaChelle Williams)**

- We engaged in an All Staff Survey in June of 2022. The last survey was conducted in October of 2020.
- The raw data from the survey and the MACC PowerPoint are both in the Executive Director Update section of the Board Portal.
  - LaChelle highlighted three comparisons between the 2022 and 2020 surveys.
    - How likely to recommend H4Y to a friend or colleague?
      - Moved from 40% favorable to 90%
    - Colleagues look forward to going to work?
      - Moved from 2020 at 20% favorable to 100% in 2022
    - Colleagues feel opinions are valued?
      - In 2020 30% agreed. In 2022 90% were favorable
  - Strengths of H4Y are seen today as:
    - Positive Leadership, Community Support, Financial stability, Team meetings
  - Opportunities for improvement
    - Professional development, Workload concerns, Clear expectations, Benefits, Safety, and Inter-level communication
  - We are going to be working with our team and tightening our communications to be more timely and clear. We are going to make sure the team understands the next steps.
  - We are reviewing benefits this fall. There is a proposal coming for a modified handbook. We are revising JDs and how each team member works with toward the mission.
  - Feedback from the Board – “Way to go!” “Good job!”
  - We have made some safety improvements with Paul’s help. A safer environment for staff is so important.
  - Pat suggested looking back at 2020 and for those who are there, what worked and what didn’t work? Look for wins that we have had these past few years. We heard you and here are the changes we’ve made since then. Ongoing communication is crucial. Employees can feel like they weren’t heard when issues aren’t addressed. Professional Development comes up in every company he has been involved with.

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

- Drop-in Center visits are the second highest since December 2021. The first half of the year served 249 youth including 105 new intakes. HOPE Place welcomed five new residents in June. The focus on accountability has been difficult for many. Seven HOPE Place youth engaged in 1:1 services provided by Anoka County partnership – Career Force. 20% of the youth we served YTD are parenting youth. Case management is down due to a 50% staff shortage in June. They have finished our Program focused Work Plan. A Youth survey will be initiated in Q3. We have a fully staffed Program Team effective August 1st!
- What do we want to be experts in vs. opportunities to partner? There is a need for Mental Health support. In-house opportunity to provide on-site therapy to our youth coming in.
- They discussed the strengths and challenges of selling the Admin space.
- In August, we’re going to track up to two visits per youth per day. It was suggested that we track which services the youth are using each time they come in (CD referrals, MH referrals, clothing closet, food pantry, etc.) It was noted that the number of parenting youth has increased as well.

### **Finance Committee (Don Phillips | LaChelle/Tanya Bacigalupo)**

- Both the Finance and Executive Committee have reviewed this month’s financials with no significant concerns other than when we are closing the door with Hope’s Closet.
- In June, we had roughly 8.7 months of reserves on hand. Our Income Statement reveals the first visual impact of the Pohlad grant. We are trending behind with Individual Giving and believe this to be directly tied to our current economic environment. We are managing expenses well but have had unplanned facility and audit expenses which have impacted our bottom line. With the cash transfer, we will balance out the negative impact of the \$213,000 audit swing and the \$125,000 Pohlad denial.
  - Our distribution of funds is trending ahead of 2021. 76.3% YTD up from 72.9% last year directly to programming.
  - There are a lot more positives relative to other funding opportunities. This is a testament to have such clarity in the current economic climate. We’re going to end this year strong. The team will balance things out as we plan for and move into next year.
- Shout out to all the committees. Everyone has posted to the Board Portal as requested earlier this year. There are notes and PowerPoints in the Board Portal for each committee.

### **Open Business (Steve Nash)**

- It was asked if there are handouts for youth when we encounter them. It was noted that there are business cards with the Drop-In Center hours and website available.
- It was questioned whether prevention was still our thing or not. LaChelle shared that we are in the school systems, community groups, and doing street outreach.
- Steve shared that if there's only one event that you can make it to, make it the Darkest Night 4K. There is every walk of life there. It is very missional. There may be an upcoming challenge to see which Board Member can build the largest team/group.

### **Adjourn**

- Motion to adjourn was made by Anna VonRueden, seconded by Julie Cole, and approved unanimously.

The meeting ended at 6:49 PM.

Respectfully Submitted,

Danielle Snider, Administrative Coordinator

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### **Action Items:**

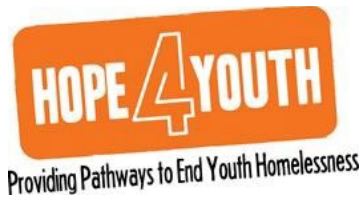
- Create a plan for the Board to play off of and ask questions for the upcoming Board Retreat
- Plan to attend our Darkest Night 4K on September 30
- Share our upcoming events with your circles

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### **Upcoming Events:**

- August 4 – [H4Y Night at Running Aces](#)
- August 22 – [Heartland Tire Classic](#) (Sold Out!)
- September 23 – [Hunt 4 HOPE](#)
- September 30 – [The Darkest Night 4K Run/Walk](#)
- October 13 – [Clays 4 Youth](#)





# HOPE 4 Youth Board of Directors Board Retreat Minutes

Date: October 3<sup>rd</sup>, 2022

Time: 5 PM – 8 PM

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Board Members Present: Linda Barnum, Pat Chen, Julie Cole, Brad Konik, Paul Lenzmeier, Steve Nash, Don Phillips, JJ Slag, Anna VonRueden

Board Members Absent: Stephan Spears, Sue Woodard

Staff and Guests Present: LaChelle Williams, Tanya Bacigalupo

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## Minutes:

### Call to Order

The meeting was called to order at 5:23pm by Steve Nash.

### Mission Moment (Anna VonRueden)

Momo's journey which led him to the doors of HOPE 4 Youth and recently joining the residents at HOPE Place.

### Executive Director Led Retreat (LaChelle Williams)

#### What's your WHY

- Post your WHY on the wall!

#### Dinner with a walk through history

- **Where did we start**

- In 2012 information was circulating regarding the reality of youth homelessness in Anoka County. Brian Swanson gathered with other community minded people to understand what could be done to end this issue.
- Karrie Schaffer - AHSD homelessness liaison joined.
- They did what other passionate people have done: filed for our 5013C - assembled a board - build a volunteer base to take action.
- They did something different than other agencies working to help homelessness - they conducted a study regarding what causes youth homelessness.
  - Through their research they found three key indicators that pointed to how to end youth homelessness.
    - ✓ Youth knew they were valuable - they were loved or lovable.
    - ✓ Youth understood they were capable and could take charge of their future.
    - ✓ Youth had a meaningful adult as a caring role model in their life.
- The vision had a focus on PREVENTION, BASIC NEEDS, and LAUNCHING Youth.
- The PREVENTION vision was to have a volunteer move with a class of youth from Elem to HS.
- BASIC NEEDS were supported through the DIC.
- LAUNCHING would happen with the endurance the three key indicators were met.
- In 2013 the doors of H4Y were opened.
  - They created the place where they could meet those immediate needs and pour into the youth hope and inspiration.
- In 2016 the doors of HOPE Place were opened. This was seen as a long-term solution for housing.
- In 2018 HOPE Homes was launched. This is a program where case managers at H4Y work with young people on the verge or actually homeless to identify a caring adult in their lives. We work on agreement promises and even provide assistance to the HOPE host.
- Through the years - we have had 4 Exec Directors, and significant staff turnover as the organization moved from a volunteer based organization with an operational board to a staff run organization and a governing board. Previous



leadership had visions that took the organization in different directions, i.e. Excell Academy, Hope's Closet, disconnected partnerships.

- **Where are we today?**

- We have used the best practices of the last 9.5 years to focus on who we are and how we provide pathways to end youth homelessness.
- In Wilder Foundations most recent youth homelessness report they found over 13,300 youth will experience homelessness in a given year. They also share an estimated 6000 youth will be homeless on any given night.
- The federal government spends 19 billion dollars on homelessness prevention.
- The state of MN spends millions with 100s of agencies attempting to make a difference.
- Many elements are feeding into a growing issue of youth homelessness.
  - Crisis in families/parents
  - Addition issues with parents
  - Oppression of youth in transition
  - Transient families
  - Mental Health
- How we can help.
  - Coordination of systems
    - ✓ Juvenile Justice
    - ✓ Mental Health
    - ✓ Foster Care
  - Flexible \$ for youth at risk
  - Investment in outreach
  - Mental Health Resources
  - Awareness - community/schools
  - Mentorship - care adult role model
  - Support with young parents
  - Invest in agency staff support - the issues of today's youth are complex, staff needs elevated training
- Help manage youth homelessness to mitigate adult homelessness - 36% were homeless as youth.
- REVIEW WHAT WE DID THIS YEAR.
- REVIEW PILLARS.
  - Volunteer engagement - BBB average is 65%, H4Y 80%
  - BBB Program Expenses S/B 65% - we are striving to be 75-80% (preference of funders)
  - Measurable outcomes
    - ✓ Noted in the Operations Plan as well as monthly scorecards in your board packets. As we move forward, there will be greater clarity on targets and what success looks like through our Traction philosophy

- **Move to breakout groups**

- **Where are we going? (Our strategic planning discussion)**
  - **REVIEW Vision**
    - ✓ Strengthen operation by clear focus
    - ✓ Own prevention partnerships - new question is how do we "see" youth before they become homeless?
    - ✓ Must do with excellence – DIC
    - ✓ North Star - Empower to Launch
  - **Vet Four Strategic Goals.** Breakout groups.
    - ✓ Discuss Goal (not draft objectives), does it meet our vision, mission, and core values
    - ✓ Discuss branding perspective from board
      - Political and social issues

## **Breakout Session Notes**

- LaChelle was asked to speak on where the team is at with traction and how it's going. LaChelle explained implementing Traction was a game changer.
- While reviewing HOPE 4 Youth's Vision 2024-2026, JJ pointed out a target number of youth served wasn't included in the 3-Year Picture.

- Julie brought up the importance of gaging educational background of the youth, specifically youth aged 17-24 who haven't graduated from High School are led down a pathway to obtaining a GED.
- JJ would like to see the Target Market start first with the Youth, then Donors and Volunteers.
- Don mentioned the importance of follow-up with the youth who utilize the Drop-In Center. HOPE 4 Youth should be with the youth once they find a pathway.
- Ask and track where the youth are coming from when utilizing the program.
- Steve spoke to the implementation of Mark creating a measurable usage of the youth served to determine the success or sometimes a failure of the program. Failure was defined as a youth utilizing the Drop-In center over a period of 8 years.

Q1: The mission, vision and core values have been recognized they all align by all three groups.

Group Notes:

1. Yes, this has crystalized, what our vision and values are, and it must be a primary.
2. Mission – Yes, Vision – Yes, Core Values – Yes “Totally Why” “Too Easy”
3. Yes

Q2: Yes, as we were building out our plan we have are more focused on the connection. Community leaders - how do we align with our mission? Yes, critical we have partners to fill in the gaps, knowing when and how to lean into people that are smarter than us.

Group Notes:

1. Mission – Yes, Vision – Yes, Core Values – Yes
2. Yes
3. Must partner or impossible to create an environment to reach many individual's needs.

Opportunity for development e.g. trade unions.

Can't operate in a vacuum, not an expert in trades or education, mental health.

Organization is small enough, not bogged down in bureaucracy and can stay focused.

Could use more partnerships, most strategic and most important.

Funding is important, solid partners can become financial contributors – partners can see an advantage to them.

Organization is funded with many donors and when the economy tightens, want other options for financial support who are stable.

Q3: Yes, Laser focus on empowering the youth-youth center approach, the emphasis on the words Youth centered rather than Premier = building a team that is brilliantly focused on operational improvement.

Issues the organization has had with staff retention, emphasis should be on leadership retention to create a culture to motivate and empower staff.

There is a uniqueness to this organization for volunteers and there should be a more unique wording (discussion happened during question 3 – comment related more to question 2).

Do the employees of this organization feel valued, loved, and be loved?

There are two types of volunteers, one that work with the youth verses ones that work events. Those youth that work with the youth should be educated differently or more than the others.

Group Notes:

1. “Laser focus?” on outreach, operational costs, 1.7 for 300, recruitment
2. Staff and operations are critical to achieving the mission.

Focus on leadership that can align people around a common vision which creates a strong culture which leads to stability.

3. Feels a little off??

As an example of HOPE 4 Youth, what is in it for me?

Employee growth

What organization doesn't?

Not aspirational goal but a necessity to do the other programs

Organization needs to look at what is the need

Best people to do mission, more effective to do mission

Could also focus on volunteers

Provide quality experience for volunteers

Make sure volunteers feel connected

Increase the experience

People who will create alignment with youth

Q4: All parties are for a new Drop-In Center

Group Notes:

1. Location, location, location
2. Yes, current location hindering our ability to serve the mission
3. Have taken a big step to focus on this, do you need collaborators can come to; a place to keep people connected?  
What is the size and scope?  
Need to be focused on dollars.  
Yes, do agree with statement.

Branding and Marketing Commitment Discussion

- Anna believes HOPE 4 Youth should not take a stance
- Don mentioned he wants H4Y to remain neutral
- By being inclusive or setting a stance, we lose.... we are inclusive by supporting youth up to the age of 24
- If we support Black Lives Matter, we will hear from All Lives Matter
- If H4Y were asked to support a party for a month, our response would be, H4Y supports "this party" all year long. i.e. Black Lives Matter, our stance is we serve and honor this party all year
- Brad indicated the importance of training the staff on how and what to respond to in certain situations
- H4Y cannot post anything unless it is approved by LaChelle
- Anna - Focus on topics that relate to what we do, set a calendar. What are the fundamental issues which align to our work?

Group Notes on Branding and Marketing → Political/Social Issues:

- Inclusive
- Welcoming
- Celebrate diversity

**Adjourn**

- LaChelle shared the meeting was at time. **Motion** to adjourn was made, seconded by Steve Nash, and approved unanimously.

The meeting ended at 7:59pm.

Meeting minutes were taken by Tanya Bacigalupo

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**Action Items:**

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- LaChelle will update 2024-26 plan to incorporate amendments

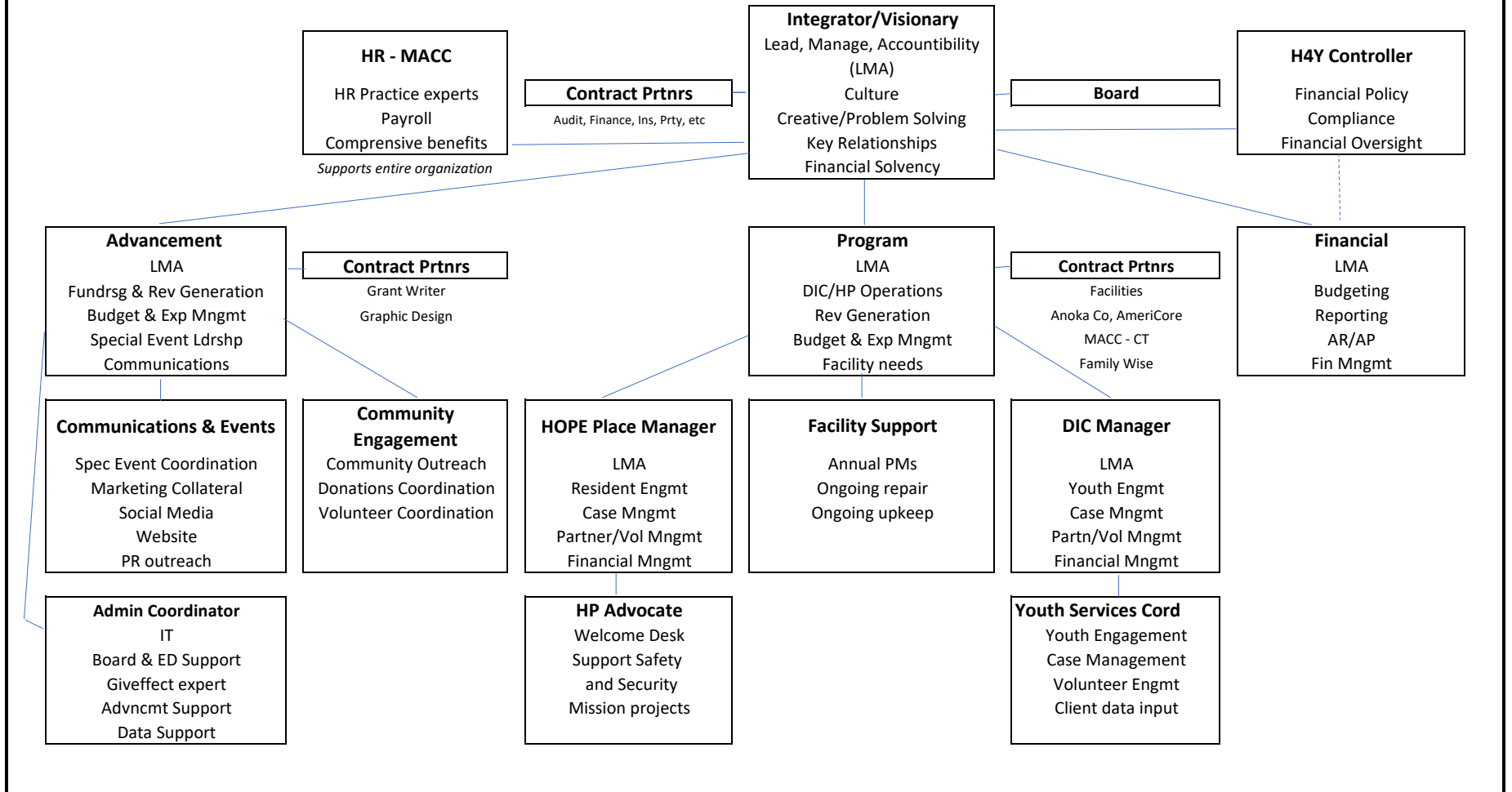
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**Upcoming Events:**

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- Clay's 4 HOPE – October 13th
- Board meeting – October 24th

## HOPE 4 Youth Functional Accountability Recap





Providing Pathways to End Youth Homelessness

# Advancement Scorecard September 2022

## VOLUNTEER HOURS

562

Total Hours

Up 241 hours since August

117 hours  
34 hours  
57 hours  
186hours  
168 hours  
0 hours

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

## DONORS

204

New donors gave

\$51,105.44

Up 16 and up \$21,424.75 from September 2021

\*Added Clays 4 Youth event

0

New recurring monthly donors

Down 2 from September 2021

## DONATIONS: \$89,452.66

Down \$25,570.48 from September 2021

\$13,392.41	Individuals
\$2125.75	Civic & Faith Based, Small Business
\$4033.97	Corporations
\$500	Foundations
\$69,400.53	Events
\$0	Government

## VOLUNTEERS

76%

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

7

New Volunteers  
Down 16 from September 2021

## SOCIAL MEDIA STATISTICS

87,261

Impressions

# of times content appears in front of a user.

5129

Engagement

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

14055

Followers

Up 794 from Sept 2021

## WEBSITE STATISTICS

Page Sessions

A single website visit that can include many pageviews. Up 990 from August 2021

New visitors (new stat)

Returning visitors

Down 296 from August 2021

Average time on website

Up :07 from August 2021

## EMAIL STATISTICS

8832 Accepted Subscribers

Up 571 from Sept 2021

34% Open Rate

Up 13.66 from September 2021



Providing Pathways to End Youth Homelessness

# Program Snapshot September 2022

## HOPE 4 Youth Drop-In Center Youth Statistics

**308**

Drop-In Center Visits  
YTD = 2081

**122**

Unique Youth  
YTD = 348  
Under 18 = 3

**26**

New Intakes  
YTD = 186

### DIC Community Referrals

Employment	6
Emergency Shelter	5
Housing Referral	9
Mental Health Referral	11
Other	5
Social Service Provider	20

### Case Management Services – All Programs

79 Youth Received 173 Hours of Case Management Services

DIC: 69 (57%) - youth received CM  
DIC: 114 (94%) - youth received basic needs supports

### Drop-In Parenting Youth

Number of Children Visits = TBD  
Youth w/Children present = 16  
YTD Youth w/Children = 62 (18%)  
Baby Products Provided = 27

### HOPE Place Youth Statistics - 11 youth served

- 1 exited, 1 new residents entered, 1 open unit
- 5 residents continue to work on a career path (retail, restaurant industry, education, nursing/personal care)
- 7 residents are working (5 FT, 2 PT)
- 1 working and attending continuing education classes
- 1 waiting for enrollment to complete basic education classes
- 1 is enrolling at community college for spring semester
- 2 focusing on mental health

**Career Force Sessions at HP:** 7 residents engaged in 15 1:1 contacts

### Drop-In Center On-Site Resources

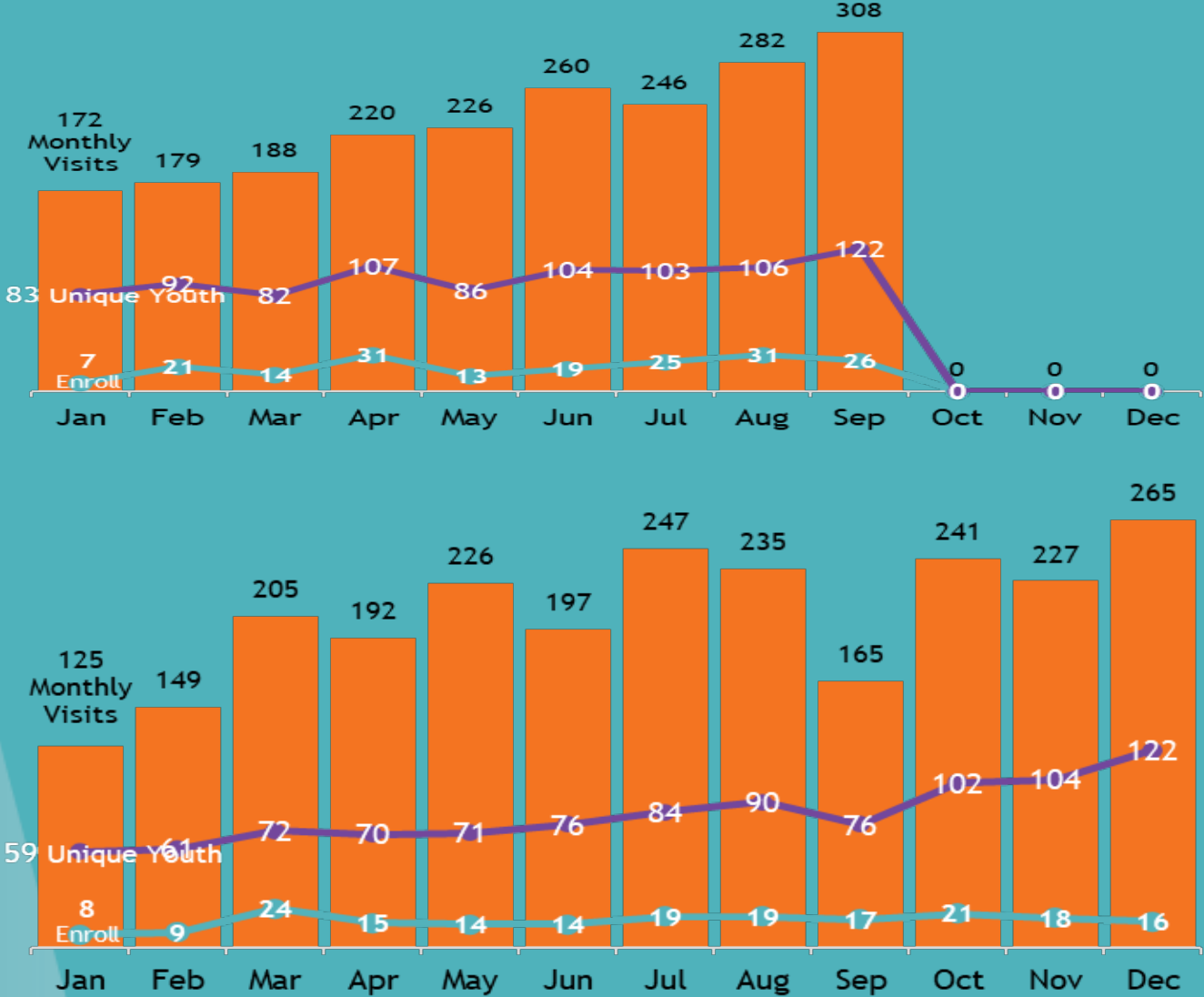
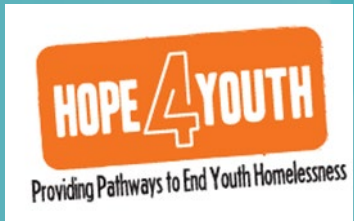
**6**

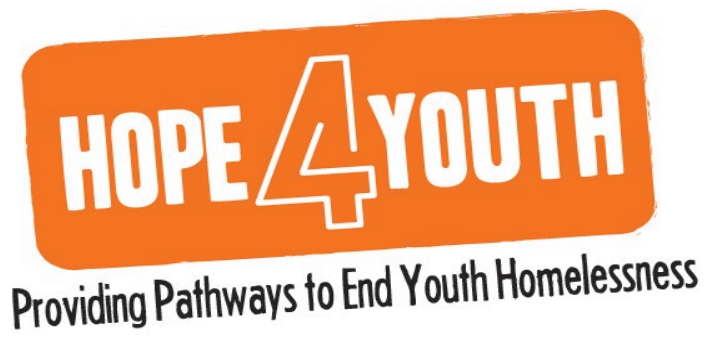
Transportation Support





# 2021vs2022 DIC Data





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

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

		<b>Comments</b>
<b>Assets</b>		
Cash and Cash Equivalents	547,747.60	
Board Designated Operating Reserve	253,295.33	
Receivables	86,981.39	Heartland Tires, GRH, OEO
Prepaid Expenses	23,844.49	
Inventory	47,999.60	
Investments	35,720.30	Principal Investment
Property and Equipment, net	1,583,925.55	
<b>Total Assets</b>	<b><u>2,579,514.26</u></b>	
<b>Liabilities</b>		
Accounts Payable & Other Accrued Liabilities	47,653.26	Payroll liabilities
Mortgage Payable (VB)-Hope Place	0.00	HP Mortgage paid off
Mortgage Payable (Finl One)-Admin Office	139,598.94	
<b>Total Liabilities</b>	<b><u>187,252.20</u></b>	
<b>Net Assets</b>		
Unrestricted-Undesignated	2,236,735.83	
Unrestricted-Board Designated Operating Reserve	253,295.33	
Temporarily Restricted	110,195.00	Heartland, Ratfield, HSF
Current Year Net Surplus(Deficit)	(207,613.99)	
<b>Total Net Assets</b>	<b><u>2,392,612.17</u></b>	
<b>Total Liabilities &amp; Net Assets</b>	<b><u>2,579,864.37</u></b>	

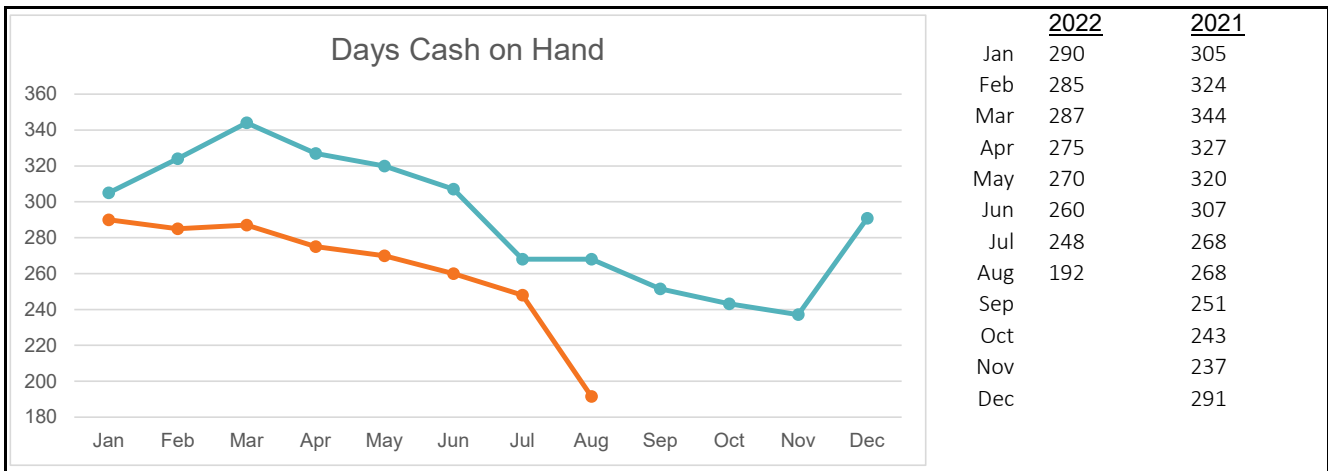
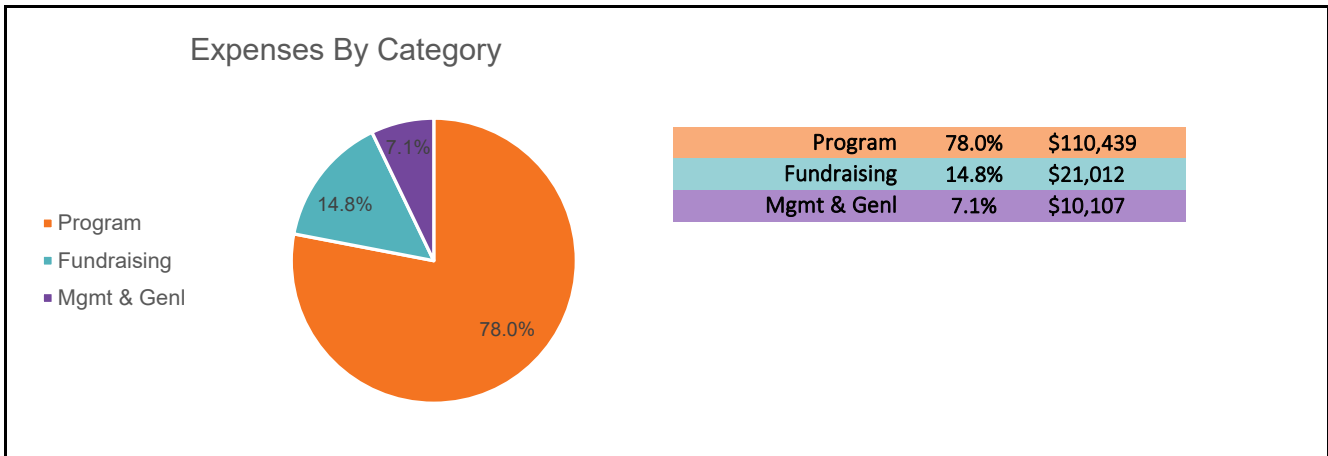
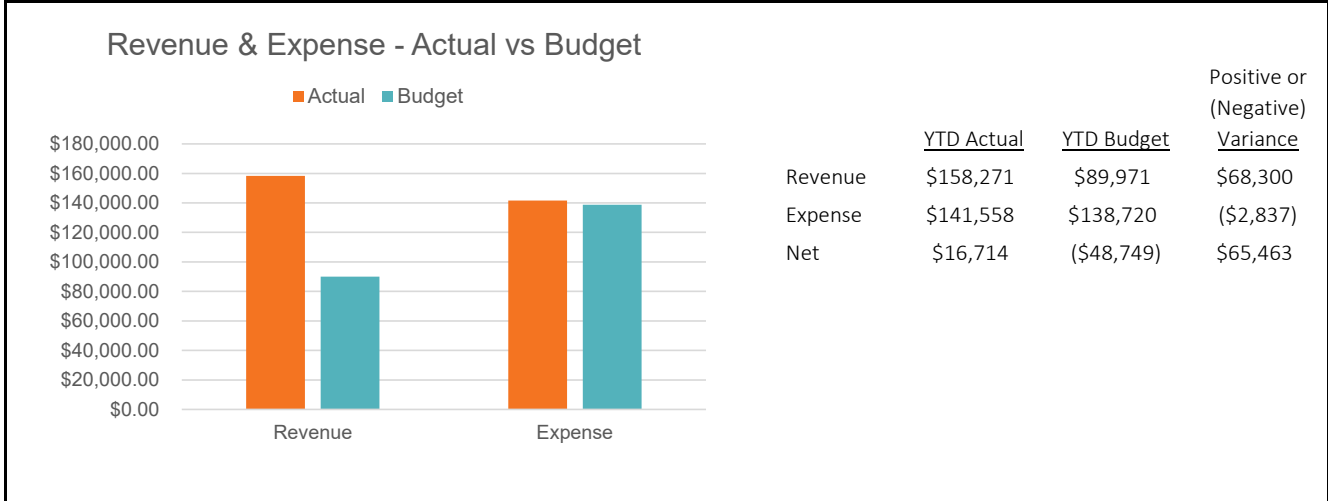
**Statement of Activity  
as of August 31, 2022**

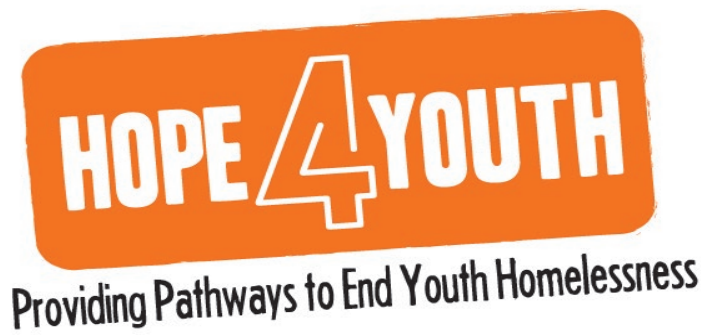
	Actual	Budget	Actual to Budget Variance	Act to Bud Variance Comments
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
DONATIONS, GIFTS, & GRANTS	69,811.01	40,000.00	29,811.01	New Summer Appeal Success! Will watch YE appeal impact
HOPE'S CLOSET SALES.	0.00	2,500.00	(2,500.00)	No scheduled sale in August - Final event - September
INVSTMT INC & OTHR GAIN(LOSS)	764.29	1,208.34	(444.05)	
OTHER SUPPORT	28,413.00	8,333.00	20,080.00	Social Media post about food needed
PROGRAM SERVICE FEES	8,944.91	10,930.00	(1,985.09)	Youth transition, should rebound in subsequent months
SPECIAL EVENTS	50,338.28	27,000.00	23,338.28	Clays 4 Youth addition with HOPE 4 Hunt gifts earlier YTD
<b>Total Income</b>	<b>158,271.49</b>	<b>89,971.34</b>	<b>68,300.15</b>	
<b>Expense</b>				
BUILDING & FACILITIES EXPENSE	11,663.31	10,449.00	1,214.31	AC unit repair at Admin
CONTRACTED SRV & PROF FEES	12,050.99	13,999.00	(1,948.01)	
DEPRECIATION EXPENSE.	3,772.44	4,161.00	(388.56)	
INSURANCE.	2,753.35	2,999.00	(245.65)	
LICENSES-MEMBRSHPS-DUES-FEES	4,188.00	3,072.00	1,116.00	Credit card charges - Donations (some revenue captured at)
PAYROLL, TAXES, & BENEFITS	64,291.04	78,211.00	(13,919.96)	Short staffed   Pohlad expense in budget
POSTAGE, MAILING, & DELIVERY	1,553.36	886.36	667.00	Summer Appeal mailing
PRINTING & PROMOTION EXPENSE	3,310.27	875.00	2,435.27	Summer Appeal mailing
PROGRAM EXPENSES	36,822.50	19,470.00	17,352.50	Offset to inkind goods donated
STAFF, BOARD, & VOLUTEER EXP	940.54	2,517.00	(1,576.46)	Managing expenses
SUPPLIES & MINOR EQUIPMT	52.96	1,792.00	(1,739.04)	Managing expenses
TRAVEL & TRANSPORTATION	158.77	289.00	(130.23)	
<b>Total Expense</b>	<b>141,557.53</b>	<b>138,720.36</b>	<b>2,837.17</b>	
<b>Net Ordinary Income</b>	<b>16,713.96</b>	<b>(48,749.02)</b>	<b>65,462.98</b>	
<b>Net Income</b>	<b>16,713.96</b>	<b>(48,749.02)</b>	<b>65,462.98</b>	

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

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Over(Under) YTD Budget</u>	<u>Full Year Budget</u>	<u>Forecast Actual/Budget</u>	<u>Reforecasted Projection</u>	<u>FY Forecast vs. Budget</u>
<b>Revenue</b>							
Donations, Gifts, and Grants	487,840.62	591,000.00	(103,159.38)	1,245,000	1,141,841	1,081,840	
Store Sales	1,009.56	5,000.00	(3,990.44)	10,000	6,010	2,500	
Investment & Other Income	5,531.34	9,666.68	(4,135.34)	14,500	10,365	8,000	
Inkind Contributions	110,317.25	61,665.00	48,652.25	100,000	148,651	118,092	
Program Service Revenue	86,598.44	87,440.00	(841.56)	131,160	130,318	131,160	
Special Events, net	168,773.12	151,000.00	17,773.12	240,000	257,773	276,026	
	<b><u>\$860,070.33</u></b>	<b><u>\$905,771.68</u></b>	<b><u>(\$45,701.35)</u></b>	<b><u>\$1,740,660</u></b>	<b><u>1,694,957</u></b>	<b><u>1,617,619</u></b>	
<b>Expense</b>							
Building and Facilities Expense	94,245.15	85,220.00	9,025.15	129,365	137,327	144,533	
Contracted Svcs & Professional Fees	142,570.25	131,586.00	10,984.25	196,206	205,188	221,706	
Depreciation Expense	30,179.52	33,288.00	(3,108.48)	49,936	46,825	49,888	
Insurance	24,773.43	23,988.00	785.43	35,984	36,768	37,000	
Licenses, Membrshps, Dues, & Fees	26,565.05	25,817.00	748.05	40,819	41,017	43,189	
Payroll, Taxes, and Benefits	554,690.59	577,500.00	(22,809.41)	959,446	906,636	929,445	
Postage, Mailing & Delivery	1,969.07	5,152.00	(3,182.93)	10,000	6,819	10,000	
Printing and Promotion Expenses	9,242.49	9,500.00	(257.51)	16,000	15,242	14,000	
Program Expenses	175,116.45	158,915.00	16,201.45	255,310	271,510	247,850	
Staff, Board, & Volunteer Expense	6,365.61	11,322.00	(4,956.39)	19,360	14,407	18,360	
Supplies and Equipment	1,038.12	14,336.00	(13,297.88)	21,500	8,205	21,500	
Travel and Transportation	1,278.71	2,264.00	(985.29)	3,400	2,412	3,400	
	<b><u>\$1,068,034.44</u></b>	<b><u>\$1,078,888.00</u></b>	<b><u>(\$10,853.56)</u></b>	<b><u>\$1,737,326</u></b>	<b><u>1,692,355</u></b>	<b><u>1,740,871</u></b>	
<b>Net Surplus(Deficit)</b>	<b><u>(\$207,964.11)</u></b>	<b><u>(\$173,116.32)</u></b>	<b><u>(\$34,847.79)</u></b>	<b><u>\$3,334</u></b>	<b><u>2,602</u></b>	<b><u>(123,252)</u></b>	

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





**Fiscal Year 2022**  
**Financial Statements**  
**as of September 30, 2022**



**Statement of Financial Position  
as of September 30, 2022**

		<b>Comments</b>
<b>Assets</b>		
Cash and Cash Equivalents	343,615.69	
Board Designated Operating Reserve	253,277.42	
Receivables	85,651.88	Heartland Tires, GRH, OEO
Prepaid Expenses	27,786.39	
Inventory	47,999.60	
Investments	183,992.23	Principal Investment and T-Bills
Property and Equipment, net	1,580,153.11	
<b>Total Assets</b>	<b><u>2,522,476.32</u></b>	
<b>Liabilities</b>		
Accounts Payable & Other Accrued Liabilities	45,574.72	Payroll liabilities
Mortgage Payable (VB)-Hope Place	0.00	HP Mortgage paid off
Mortgage Payable (Finl One)-Admin Office	138,700.12	
<b>Total Liabilities</b>	<b><u>184,274.84</u></b>	
<b>Net Assets</b>		
Unrestricted-Undesignated	2,110,556.60	
Unrestricted-Board Designated Operating Reserve	379,474.56	
Temporarily Restricted	110,195.00	Heartland, Ratfield, HSF
Current Year Net Surplus(Deficit)	(262,024.68)	
<b>Total Net Assets</b>	<b><u>2,338,201.48</u></b>	
<b>Total Liabilities &amp; Net Assets</b>	<b><u>2,522,476.32</u></b>	

**Statement of Activity  
as of September 30, 2022**

	Actual	Budget	Actual to Budget Variance	Act to Bud Variance Comments
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
<b>DONATIONS, GIFTS, &amp; GRANTS</b>	52,983.82	44,500.00	8,483.82	New Summer Appeal Success! Will watch YE appeal impact
<b>HOPE'S CLOSET SALES.</b>	1,143.61	0.00	1,143.61	September Sale   November final sale
<b>INVSTMT INC &amp; OTHR GAIN(LOSS)</b>	(1,061.54)	1,208.33	(2,269.87)	Interest gained on T-bills uncertain at this time
<b>OTHER SUPPORT</b>	6,549.02	8,333.00	(1,783.98)	Expected due to August drive
<b>PROGRAM SERVICE FEES</b>	12,470.28	10,930.00	1,540.28	
<b>SPECIAL EVENTS</b>	44,499.57	52,000.00	(7,500.43)	Over YTD with roughly \$20K coming in October
<b>Total Income</b>	116,584.76	116,971.33	(386.57)	
<b>Expense</b>				
<b>BULDING &amp; FACILITIES EXPENSE</b>	12,607.59	10,450.00	2,157.59	HVAC repair at HOPE Place; Moving Costs
<b>CONTRACTED SRV &amp; PROF FEES</b>	29,414.69	14,879.00	14,535.69	Auditor assist with ERC Credit; expecting \$363K in 2023; Delayed invoice from Anoka Co Workforce
<b>DEPRECIATION EXPENSE.</b>	3,772.44	4,161.00	(388.56)	
<b>INSURANCE.</b>	2,753.35	2,999.00	(245.65)	
<b>LICENSES-MEMBRSHPS-DUES-FEES</b>	8,810.37	3,412.00	5,398.37	Closing Costs for LOC, Past Resident Rent Write off, Fees for event transactions in September (Hunt and 4K)
<b>PAYROLL, TAXES, &amp; BENEFITS</b>	98,923.87	117,315.00	(18,391.13)	Budgeting overage   Pohlard in budget
<b>POSTAGE, MAILING, &amp; DELIVERY</b>	364.00	834.00	(470.00)	
<b>PRINTING &amp; PROMOTION EXPENSE</b>	2,296.46	2,125.00	171.46	Buyout of printer contract
<b>PROGRAM EXPENSES</b>	10,636.24	29,473.00	(18,836.76)	Managing expenses
<b>STAFF, BOARD, &amp; VOLUTEER EXP</b>	471.24	1,373.00	(901.76)	Managing expenses
<b>SUPPLIES &amp; MINOR EQUIPMT</b>	158.67	1,792.00	(1,633.33)	Managing expenses
<b>TRAVEL &amp; TRANSPORTATION</b>	293.63	283.00	10.63	
<b>Total Expense</b>	170,502.55	189,096.00	(18,593.45)	
<b>Net Ordinary Income</b>	(53,917.79)	(72,124.67)	18,206.88	
<b>Net Income</b>	(53,917.79)	(72,124.67)	18,206.88	

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

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Over(Under) YTD Budget</u>	<u>Full Year Budget</u>	<u>Forecast Actual/Budget</u>	<u>Reforecasted Projection</u>	<u>FY Forecast vs. Budget</u>
<b>Revenue</b>							
Donations, Gifts, and Grants	540,824.44	635,500.00	(94,675.56)	1,245,000	1,150,324	1,081,840	
Store Sales	2,127.55	5,000.00	(2,872.45)	10,000	7,128	2,500	
Investment & Other Income	4,469.80	10,875.01	(6,405.21)	14,500	8,095	8,000	
Inkind Contributions	116,866.27	69,998.00	46,868.27	100,000	146,866	118,092	
Program Service Revenue	99,449.60	98,370.00	1,079.60	131,160	132,240	131,160	
Special Events, net	213,173.83	203,000.00	10,173.83	240,000	250,174	263,000	
	<b><u>\$976,911.49</u></b>	<b><u>\$1,022,743.01</u></b>	<b><u>(\$45,831.52)</u></b>	<b><u>\$1,740,660</u></b>	<b><u>1,694,826</u></b>	<b><u>1,604,593</u></b>	
<b>Expense</b>							
Building and Facilities Expense	106,877.36	95,670.00	11,207.36	129,365	139,378	144,533	
Contracted Svcs & Professional Fees	171,984.94	146,465.00	25,519.94	196,206	219,723	221,706	
Depreciation Expense	33,951.96	37,449.00	(3,497.04)	49,936	46,436	49,888	
Insurance	27,526.78	26,987.00	539.78	35,984	36,523	37,000	
Licenses, Membrshps, Dues, & Fees	35,375.89	29,229.00	6,146.89	40,819	46,531	43,189	
Payroll, Taxes, and Benefits	653,614.46	694,815.00	(41,200.54)	959,446	888,244	929,445	
Postage, Mailing & Delivery	2,333.07	5,986.00	(3,652.93)	10,000	6,349	10,000	
Printing and Promotion Expenses	11,538.95	11,625.00	(86.05)	16,000	15,914	14,000	
Program Expenses	186,126.79	188,388.00	(2,261.21)	255,310	253,047	247,850	
Staff, Board, & Volunteer Expense	6,836.85	12,695.00	(5,858.15)	19,360	13,507	18,360	
Supplies and Equipment	1,196.79	16,128.00	(14,931.21)	21,500	6,572	21,500	
Travel and Transportation	1,572.34	2,547.00	(974.66)	3,400	2,422	3,400	
	<b><u>\$1,238,936.18</u></b>	<b><u>\$1,267,984.00</u></b>	<b><u>(\$29,047.82)</u></b>	<b><u>\$1,737,326</u></b>	<b><u>1,674,646</u></b>	<b><u>1,740,871</u></b>	
<b>Net Surplus(Deficit)</b>	<b><u>(\$262,024.69)</u></b>	<b><u>(\$245,240.99)</u></b>	<b><u>(\$16,783.70)</u></b>	<b><u>\$3,334</u></b>	<b><u>20,180</u></b>	<b><u>(136,278)</u></b>	

# HOPE 4 Youth Financial Dashboard YTD through September 30, 2022

