

## **YOUTH ON THEIR OWN BOARD RETREAT**

**Saturday, January 14, 2017 | 8:30 AM**

**TEP (88 E. Broadway Blvd.)**

**Board Members in Attendance:** Tom Hoyt, Bryan Foulk, Kris Cohen, Bill Stoffers, Kim Marohn, Mike Hanson, Jane Klipp, Bob Villamana, Will Taylor, Jay Peskoe, Tony Cazzato

**Board Members Absent:** Mary Stewart, Sean Denlinger, Mike DiChristofano, Juan Ley, Glynda Underwood

**Staff Members in Attendance:** Nicola Hartmann, David Martin, Matthew Palmer, Kristyn Conner, Daniel Armenta, Daniela Zasa, Marissa Washington

**Guests in Attendance:** Laura Alexander (Alexander | Carrillo Consulting)

**Call to Order:** The meeting was called to order at 8:45 a.m. and introductions were made.

### ***Introductions, Objectives, Guidelines: Laura Alexander, Alexander | Carrillo Consulting***

Guidelines and objectives of the day were established. Objectives included: establishing strategic goals for the next three years, creating benchmarks, and creating an action planning document.

### ***YOTO Updates: Staff***

David will be leaving YOTO at end of January and Daniela will be promoted to Program Manager. Recruiting for a Program Coordinator to fill her place. Approximately 1,300 students are currently enrolled and YOTO is on track to exceed last year's total enrollment of 1,588. Marissa will be moving out of state in April, but will continue working for YOTO remotely. Over 600 new donors were brought on in December alone. Donor retention rate is currently 50%, which exceeds the national average of 40%. Staff will be conducting a Donor Thank-A-Thon on Friday, January 20 at YOTO. Board Members are encouraged to participate. The audit is complete and finance committee will be reviewing next week (\$277K profit). December financials will be complete in two weeks. YOTO's spring event replacing TOTT will be on March 30 at the UA Marriott, with ticket prices at \$30 or \$35, and sponsorships levels at \$2K, \$5K, and \$10K.

Bob Levine has retired from the board. Tom is seeking volunteers for Treasurer and chair of Finance Committee.

### ***Mission Moment: Daniela***

Daniela told a story about a young girl whose mother abandoned her. Teachers started to notice her withdrawing from school and eventually called DCS. She was placed in group home and after running away, was kidnapped and forced into sex trafficking in Mexico. She eventually escaped and located back to the US, but fell over a year behind in school. She has since caught up and is only one semester behind where she was when she was kidnapped.

### ***Values and Mission:***

Mission impact and profitability are key to nonprofit success. Small groups were formed to list “We believe” statements. Examples included:

- That every homeless student deserves to graduate
- That guidance and belief in students are just as important as a stipend
- That our program makes a difference for students and community
- That today’s youth are tomorrow’s future
- That youth deserve to know a positive future is their right, but requires effort by them to attain it
- That no child should feel abandoned
- That investment today leads to positive community impact
- That YOTO is helping students learn accountability, responsibility, and self-sufficiency
- In establishing a safe place for student to ask for help
- In building trust and transparency with our donors (honoring their intent)
- In celebrating success
- That we need to take care of the people who are serving the students
- In the importance of school relationships

Current mission statement is “to support the high school graduation and continued success of homeless youth by providing financial assistance, basic human needs, and guidance.” There was agreement that this is a strong mission. Current vision is “to empower young people on their own to become positive and productive citizens of our community.” There was agreement that the words have value, but may need be rearranged to future tense.

### ***Data from Youth Survey:***

Over the past few months, Laura has conducted focus group with staff, students, volunteers, and board members. Student surveys were also conducted. Laura gave an overview on demographics and responses from the youth survey. Key takeaways included:

- Top uses of stipend were food, clothing, utilities, transportation, school supplies, and rent
- Over 40% of students reported that YOTO was the only service provider they accessed in the last year.
- 70% of students reported that they plan on attending college full or part-time after graduation.
- When asked what students wish they could change about YOTO, leading responses included: housing, job opportunities, Mini-Mall expansion/mobility, larger stipend, faster application response, etc.

### ***Implications of Data:***

Small group discussions were conducted on implications of packet information (“Homeless Children and Youth Indicators” and “Constituent Feedback Summary”). Key takeaways included:

- More program staff needed to lower caseloads
- Improve systems/processes
- Explore long-term and emergency housing options
- Surveys showed us opportunities for improvement (services, communication)
- Still have a lot to learn about the youth we serve

- Importance of donor retention
- Need for more collaboration with other organizations
- Mentoring program for juniors and seniors
- Increasing use of Remind app with students

Laura has determined the following critical issues for YOTO:

1. Improve and enhance services for youth: service delivery that is efficient, timely, and meets the needs of students. Consider mentoring, housing and preparing students for life after high school. Take care of and build up human resources – staff. Evaluate and publish program outcomes.
2. Build the volunteer program: give volunteers meaningful work. Consider expanding their scope of work, investing in volunteer management and education.
3. Donor retention and stewardship: work to build deeper, stronger, and longer relationships with donors. Consider planned giving and endowment building.
4. Communication: articulate a shared vision and plan – stick to it, communicate it internally and externally, track and share progress. Policy and procedure manuals throughout organization
5. Scalability and replication: table until next strategic planning cycle (at least three years).

### ***YOTO's Goals & Action Statements***

Small groups tweaked Laura's critical issues (1-4 above) into the following goals:

1. Improve, clarify, and streamline YOTO services so that youth get the maximum benefit from their participation in YOTO
2. Invest in a robust volunteer program with meaningful opportunities
3. Nurture/Strengthen relationships with YOTO donors to build an ever-expanding pool of people who share the same beliefs in supporting homeless youth in Pima County.
4. Achieve open, transparent, 360-degree communication with all constituencies to include: youth, donors, volunteers, staff, community/public collaborators, etc.

Small groups then created metrics, objectives, actions/steps, timeline, responsibilities and resources required to execute each of the above goals and action statements. Laura will draft these comments into a strategic plan outline. It was recommended to send a letter to focus group/survey participants updating them on the status of the strategic plan.

Adjournment: Meeting adjourned at 3:25.

Transcribed by: Marissa Washington

Submitted by: Mary Stewart, Board Secretary