

**YOUTH ON THEIR OWN  
BOARD RETREAT  
January 23, 2016 @ 8:30am  
TEP Building**

**BOARD MEMBERS IN ATTENDANCE:** Bryan Foulk, Tom Hoyt, Sean Murray, Mary Stewart, Mike Hanson, Bob Levine, Mike DiChristofano, Bill Stoffers, Jennifer Rowe, Juan Ley, Bob Villamana, Kim Marohn

**BOARD MEMBERS ABSENT:** Terry Hlivko, Jane Klipp, Marian Conrad LaLonde

**STAFF MEMBERS IN ATTENDANCE:** Teresa Baker, Joyce Rodgers, David Martin, Kristyn Conner, Marissa Cassellius

**GUESTS:** Ben Markwart, Tareq Hishmeh

**CALL TO ORDER:** Bryan called the meeting to order at 8:55am and brief introductions were made.

**DATA DRIVEN ORGANIZATIONS ARE SUCCESSFUL (Ben Markwart, UA Data Specialist)**

Data Systems: The three systems YOTO has invested in: Donor Perfect (Development/Fundraising), ClientTrack (Program), and Intacct (Financial Management). Data drives organizations and to be most effective, user systems need to speak to each other.

Limitations: Intacct does not communicate effectively with Donor Perfect (system architecture is the issue). In addition, Donor Perfect is a very critical software, but currently under-utilized. Cloud-based subscription-based programs (e.g. Donor Perfect) allow data in the cloud to be uploaded to other systems. Sales Force is a fundraising software compatible with Intacct where data would only need to be entered once.

Utilization: Intacct has helped YOTO improve efficiency by reducing a 12-16 hour reporting process to a streamlined process that generates a report easily exported to Excel.

Looking ahead: YOTO needs to spend the time to fully understand systems and ensure they get us where we want to go. Ben also recommends increasing budget availability for training and hiring for business intelligence rather than traditional IT.

**PROGRAM UPDATES**

Enrollment: As of 1/22/2016, we have served 1,374 students, a 7% increase over last year. We are on track to meet 1,550 year-end enrollment goal. 94 middle school students have been served (64 served last year). More in-depth data on stipend trends was requested.

Jobs for Arizona's Graduates (JAG): Marissa and David attended a site visit at JAG for an Annie E. Casey Foundation grant (pass through federal funds). Proposed program would serve 30 students a year during summer-bridge program plus one year of follow-up services. Grant funds would support operations of the summer-bridge program and another Career Development Program staff member. Annie E. Casey Foundation brought an outside evaluator who was very interested in ClientTrack and the UA/Penn State phone study.

Program Expansion: David has a meeting with Maricopa County Education Service Agency (MCESA) next week to discuss what YOTO's expansion into Phoenix and what the Maricopa County districts need in regards to meeting the needs for homeless youth in their schools.

Career Development Updates: Have met with recruiters on all branches of military. SAHBA put on a job fair recently that some YOTO students attended. SAHBA has also selected YOTO as the

beneficiary of their 2016 charity golf tournament. The application process to Tucson College of Beauty has been refined.

## **MARKETING/DEVELOPMENT UPDATES**

Website Updates: In December, we had 4,500 website hits (1,000 more than November), 2,400 new visitors to website, and 944 new donors

Phoenix Mailing: YOTO bought specific Phoenix mailing list with six zip codes. Targeted mailing to those zip codes cost \$400 (including mailing list, postcards, postage) and brought in 9 new donors totaling \$3,525.

Home Store: On average, we have surpassed daily revenue goals by 300%. In February, we will test opening the store on Wednesday. Donations have been coming in consistently and we are building relationships with interior designers to obtain donations from their clients. Implemented pick-up service. Interns have exceeded expectations and the graduation event for first cohort of student interns was last Wednesday. The store has received great publicity in the Daily Star in the past, and Desert Leaf is doing a one-page ad on the Store in March.

Arizona Tax Credit: Exceeded goal. Teresa is on state committee which is advocating to legislature to double the maximum credit amount for Working Poor tax credit. YOTO had 973 tax credit donors with the average donation being \$243.

Board Thank You Cards to New Donors: It is powerful for donors to be thanked from volunteers, rather than solely paid staff. Kristyn disseminated a list of contact information of new donors as well as prepaid envelopes for Board members to send individual thank you cards. Scripts are included in the board packet and Board members should track their activity.

Car Raffle: Instead of participating in the Jim Click raffle program this year, we will be selling raffle tickets to the Tucson Conquistadores car raffle instead. This will open up grant opportunities to the Click Family Foundation.

Talk of the Town: Salpointe Jazz Band has backed out of TOTT, so looking for leads on live music. The CRC Committee is also trying to establish a relationship between YOTO and Arizona Uber.

## **FINANCE UPDATES**

Trimming the budget: Expense budget has been trimmed based on what we have left in the year to spend. Payroll budget has also been trimmed—staff size is currently 13. Joyce predicts the payroll budget will be under budget by \$100,000 at end the fiscal year.

Finance Committee predicts we can make our budget this year, but TOTT is a critical factor in ensuring this. Cost of doing business is going up and revenues are flat. We need to be ahead of the game in raising funds and ensure we are efficient in everything we do. Need to shift from thinking about what we used to do, to what we're going to do in terms of our resources.

Current cost to serve one student for a year is \$1,056 (excluding max \$1,260 annual stipend). Discussion on costs to do business in other communities. Ratio of Student Advocate to student is high, however most students are self-motivated and do not need a lot of support. Student Advocates target those most at-risk youth, which are less than a third of enrolled youth.

YOTO will be receiving 6.25% of a recently deceased woman's estate (approximately \$100,000).

## **YOTO BOARD DISCUSSION**

Review of Minutes/Financials: Bill motioned to approve November/December financials and November minutes, seconded by Mike Hanson. All in favor, minutes/financials approved.

New Board Members as of January 1 are Bob Villamana (Finance Committee), Juan Ley (Board Development), and Jennifer Rowe (Fund Development Committee). Bill will take pictures of new board members at next month's meeting for YOTO website.

Biographies: David has requested bios from Tom, Sean (update), Mike Hanson, Kim, Bill, Bob, Juan and Jennifer. Please email them to [dmartin@yoto.org](mailto:dmartin@yoto.org)

Terms: Bryan reminded members that board terms are 3 years for a maximum of three terms (total 9 consecutive years). If you leave for a year, you can return as a board member. We are in search for a physician to serve on the board.

Financial Board Requirements: \$100 Monthly Giving Club and \$200 Charitable Tax Credit.

New business: Bill met with Arizona Pickleball Ambassador and discussed the idea of a pickleball tournament (300-400 people) benefiting YOTO.

### **IS EXPANSION IN YOTO'S FUTURE? (Tareq Hishmeh, Hishmeh Family of Companies)**

Expansion is like starting a new business. It will be expensive—can lose money in beginning years. Reasons to expand include: reaching more homeless youth; making “YOTO brand” more valuable; and increasing revenue (but expenses also increase).

Three models of expansion: One Level, Chapter model, and Franchise model. The one level model provides central control and financing, but may be more difficult for buy-in from other geographic areas. The chapter model is governed locally and all activities are implemented locally. The overall control lies with the national board. The franchise model is the most expensive and formal model of expansion. Relationships are contractual and there is considerable autonomy for franchisees. Franchise examples include: Boys & Girls Club, YMCA, and Big Brothers Big Sisters.

If YOTO were to test the waters in Phoenix, we need to be sure to watch expenses, know how that satellite office would be funded, and who would be on the satellite board of directors. Selecting this model would require an amendment to our bylaws. The satellite chapter can manage their own budget (part of our EIN) with payments being funneled down from YOTO Tucson.

### **GROWTH PLAN**

Mike DiChristifano, Bob Levine, Mary Stewart, and Kristyn Conner volunteered to participate in the next Strategic Plan planning committee.

Bryan adjourned the meeting at 2:10

**NEXT MEETING: Thursday, February 25<sup>th</sup>, 2016 @ YOTO Office at 5:00pm.**

Transcribed by: Marissa Cassellius

Respectfully Submitted by: Mary Stewart