

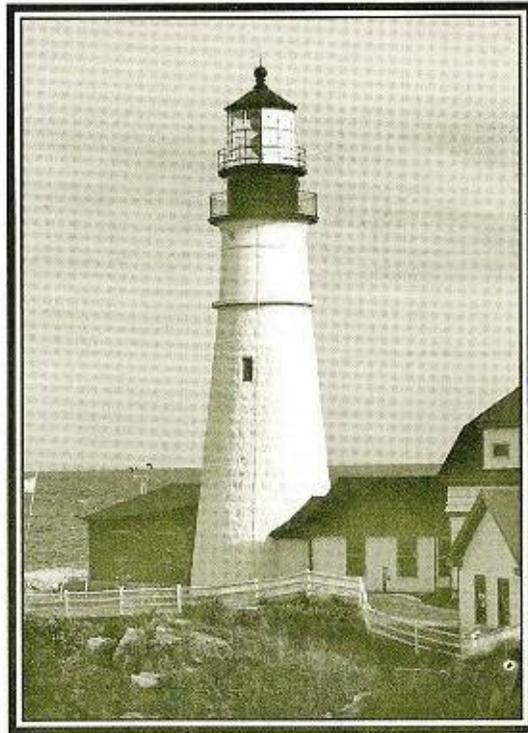
Hallie Q. Brown Community Center, Inc



Three - Year Business Plan January 2015 – December 2017

Originally Published March, 2015

With the Assistance of MAP for Nonprofits



Our Mission:

The mission of Hallie Q. Brown Community Center, Inc is to improve the quality of life in our community by providing access to critical human services, fostering and promoting personal growth, and developing community leadership



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Executive Summary

“Lighthouses don’t go running all over an island looking for boats to save; they just stand there shining.” -Anne Lamott

Steadfast as a lighthouse in the middle of a storm, Hallie Q. Brown Community Center, Inc. has stood and shone through the great Wall Street crash, The New Deal, Amelia Earhart’s last flight, the Second World War, McCarthyism, the Civil Rights Movement, the Korean War, Vietnam, the turbulent 60’s and 70’s, the resignation of Nixon, the Challenger explosion, the fall of the Berlin Wall, the Gulf War, the Oklahoma City bombing, the attack on the World Trade Center, and the first and second elections of President Barack Obama.

The world has changed a great deal since 1929 and Hallie Q. Brown Community Center, Inc. has changed as well and will continue to change, in order to best serve the mission and the community.

Currently, the Hallie Q. Brown Community Center is at a critical juncture. The Summit University area remains diverse, but with newcomers from Laos and Somalia. We must balance a pride in our historical roots, and continual support of the African-American community, while welcoming all those in the community.



We seek to remain relevant and to continue to play an important role in strengthening families within the community we serve. This means that we must not only remain financially viable, but that we must be responsive in addressing community needs that are known or anticipated. We have taken a strategic approach to examining our current situation and developed a three-year business plan for growth. The planning process included:

- Board of Directors training and development
- An environmental scan
- Financial analysis and a review of strategic partnerships
- Creating a 3-year Financial Outlook

The resulting three-year business plan identified six key strategies that will be implemented in order to ensure ongoing financial health and address community needs including:

- Improving board governance and effectiveness
- Developing and implementing a fundraising plan
- Increasing organizational capacity
- Expansion of Early Learning Center Programs
- Implementing capital improvements
- Creating an operating cash reserve

Key metrics are being developed to monitor and report progress on our efforts to Hallie Q Brown’s Board members and staff, funders, key strategic partners, and the community we serve. We appreciate the faith the community has placed in us, and we will strive to be good stewards of the resources that are being entrusted to us for fulfillment of our mission.

Background and Current Situation

Organizational history

For 85 years the Hallie Q. Brown Community Center, Inc. has served as a landmark to the African American community in St. Paul. Named for African American writer, academic and political leader and suffragette Hallie Quinn Brown, the organization was originally a settlement house, founded to address the social problems of the African American community in the Historic Rondo Neighborhood, now known as the Summit University area.

Today, the organization has grown and evolved to respond to changing community needs. We remain committed to our African American roots, but warmly welcome all community members. We have also remained committed to seeking out and maintaining community partnerships in order to best serve our clients. Now a nonprofit social service agency and “multi-service hub



center,” we are the administrator of the Martin Luther King Center, and house the Penumbra Theatre, theatrical home of August Wilson.

Programs and Services

Programs at the Hallie Q. Brown Community Center are divided into five core areas: Early Childhood Education, Youth Enrichment, Basic Needs , Seniors and Multi-Service Center programs. Within each of these areas are multiple programs, all designed to support the mission, “to improve the quality of life in our community by providing access to critical human services, fostering and promoting personal growth, and developing community leadership.”

- **Early Childhood Education:** A NAEYC accredited and Parent Aware Four Star rated childcare and preschool, the Hallie Q. Brown Early Learning Center (ELC) represents one of the most crucial community services we offer. Childcare is a huge barrier to working parents; for a family in poverty, childcare can be up to 50% of their income and Minnesota’s costs are some of the highest in the nation¹. Hallie Q. Brown’s childcare and preschool operates with financial aid and on a sliding scale fee, providing access to high quality yet affordable care that would not otherwise be within reach of many families.
- **Youth Enrichment:** Before and after school, all day during the summer and on school release days, youth from 5-14 have an alternative to staying home alone. Studies show that “latchkey kids” are more likely to become injured, be involved with drugs, present behavior problems and have lower test scores than their peers². Hallie Q. Brown’s programming not only provides supervision, but a series of educational activities designed to promote leadership skills, cultural awareness, pride in self and community, and academic excellence. Programs are offered on a sliding scale fee so as not to be a hardship.
- **Basic Needs:** The Hallie Q. Brown Food Shelf has grown significantly in recent years to serve demand. Mindful of dietary restrictions, allergies, healthy choices and religious/cultural customs, the Hallie Q. Brown food shelf allows clients a choice of food items, instead of providing a “once size fits all” parcel. A strong network of partnerships with Whole Foods, Mississippi Market, Trader Joe’s and other community organizations as well as farmers and CSA’s allows us to provide items scarce at most food shelves, such as fresh fruits, vegetables and even pet food. This is one of the few food shelves to serve homeless youth. The Clothing Closet provides not only clothes, but also small household items at no cost. It is the goal of these programs to be a temporary help, and so we also assess our client’s eligibility and offer a “bridge” to other services that will help clients become independent and self-sufficient.
- **Seniors:** Primarily social in nature, Hallie Q. Brown’s Seniors program offers people over the age 55 a friendly space to gather, exciting activities and a chance to meet old and new friends. We also offer a range of volunteer opportunities to seniors, providing them with a continuing tie to the community. The Golden Agers and the Retired Men’s Club are two of the most popular senior programs. The first is made up of women, and

¹ **Child Care Aware of America Annual Reports 2013**

² **Unsupervised Time: Family and Child Factors Associated with Self-Care, Urban Institute 2003**

the second of men, who have worked or who grew up at Hallie Q. Brown. Both groups meet twice a month for conversation and activities and Hallie Q. Brown provide transportation for those who are unable to provide their own.

- **Multi-Service Center Programs and Additional Activities:** These programs and services include such things as community resource partners, family centered events, as well as externally facing cultural and educational programs. These activities augment Hallie Q Brown's program footprint and provide for a more holistic approach to meeting the community's needs.

Financial results and trends

Most nonprofits experienced hardships during the last recession. While funding has been coming back to these organizations, it has not been coming back in the same form, necessitating adaptations in fundraising strategies as well as program implementation. Foundations and corporate grant making agencies have been shifting funding priorities to direct services organizations for basic and emergency needs. Many are looking globally, instead of locally. Funding is increasingly targeted: few grant-making bodies support general operating funds and individual donors are shifting away from foundations and agencies administering their contributions, opting to select and manage themselves. Hallie Q. Brown Community Center, Inc. was historically supported through foundation grants targeting neighborhood centers, a strategy which does not reflect today's giving trends or take advantage of new opportunities.

Concerns regarding financial sustainability

Although attaining greater financial sustainability has consistently been a high priority in recent years and significant inroads have been made to reduce operating expenses and increase revenue, funding has remained below the levels needed to effectively deliver our programs and services. The Greater Twin Cities United Way as well as several local and regional foundations have consistently provided funding and continue to provide their support, and lease revenue from the Penumbra Theatre has also contributed significant revenue. However this funding level will not sustain us going forward nor allow for growth. Therefore it is critical to not only increase revenue, but to also diversify funding sources in order to reduce reliance on the funders and tenants that have historically been relied upon so heavily. This diversification of funding includes exploring opportunities to increase earned income. And as always, we will continue to look for opportunities to increase operational efficiency and effectiveness.

Work made possible by United Way and Saint Paul Foundation

The Greater Twin Cities United Way and Saint Paul Foundation have provided the funding necessary to augment internal staff and engage external consultants for assistance in completing this business plan. This demonstrates each organization's ongoing commitment to strengthening the nonprofit sector and the organizations that deliver essential programs and services to the community. For this commitment and support, we are truly grateful.



Approach

Board training and development

After a series of trainings guided by MAP for Nonprofits, the board of the Hallie Q. Brown Community Center better understood and acknowledged its role and leadership responsibility within the organization and community. Further, the board identified several areas of growth it needed in order to spearhead organizational change. See Appendix A for additional detail.

The board has decided to focus on four main areas:

1. Fundraising: An essential component for the organization to thrive, fundraising helps sustain and grow programs.
2. Board and Organizational Identity: Currently, there is confusion about who and what the Hallie Q. Brown Community is, who it serves and what it stands for - clarifying identity will give a single voice and vision to guide marketing, create language for funders, and create a positive image for greater awareness and visibility.
3. Participation and Involvement of Board Members: An active board knows more about the organization. The board is missing out on opportunities to speak about and promote the organization.
4. Policies/Procedures: The board is responsible for establishing policies and monitoring the effectiveness of these policies.

Environmental scan

This environmental scan is based off a series of forums, interviews and other input from stakeholders of HQB. The information was used to gain a better understanding of community needs, and its perception of HQB. The results yielded valuable information in helping to shape our strategic priorities. See Appendix C for a detailed summary of the focus group discussions.

Strengths

Hallie Q. Brown Community Center's steadfastness and base of alumni is an enormous strength that could be leveraged more. The cultural identity and history within its mission and vision should be celebrated. While many nonprofits struggle to find space, Hallie Q. Brown Community Center has existed in the same location since 1972. There is meeting and office space available for rent to potential partners, for events, or for classes. This location also offers visibility, particularly with a recent increase in foot traffic.

Two programs in particular were singled out in focus groups as strengths: the Early Learning Center and the Food Shelf. Both are high quality programs that reflect community needs. Both could be expanded to accommodate more demand and draw upon their respective strengths.



Partly in response to financial pressures and born of necessity, HQB programs are currently run extremely efficiently across the board. All operating costs have faced close scrutiny and are monitored continuously. The result is that return on investment is proportionally higher than peer organizations. Any additional revenue is therefore likely to add great value directly to programs and services.

Weaknesses

Many stakeholders questioned the seeming lack of cohesion in marketing and identity. Hallie Q. Brown Community Center has a wide range of programming and few people are aware of all that we do, or are confused about what we offer. This perception of a lack of a central identity makes fundraising and advertising to the community difficult, as Hallie Q. Brown Community Center cannot properly “sell” itself, if that “self” represents different things to different constituencies. While the surrounding community remains primarily composed of the working poor, the racial demographic has changed. Hallie Q. Brown Community Center, Inc. needs to make clear that while it was created to support the African-American community and should continue to uphold that tradition, it must also position itself to be welcoming, supportive and culturally competent in the increasingly diverse neighborhood. While it has made advances in this area, there is still work to do, largely in making the general public aware of this shift and their efforts.

Funders have also questioned the relevancy and cost effectiveness of some programs and encouraged the Hallie Q. Brown Community Center to take a close look at each of the programs it offers. Travelers Foundation commented that the Hallie Q. Brown Community Center could work with its funders in more of a partnership, with consistent communication.

Opportunities

The Hallie Q. Brown Community Center has some incredible opportunities to grow and expand. Both the Early Childhood Learning Center and the Food Shelf would be excellent candidates for expansion. Further research into the needs of community members not currently served by Hallie Q. Brown Community Center’s existing programming could offer insight into new areas of service.

Partnerships are currently only partially explored. Funders and focus groups suggested looking into partnerships with programs offering job training, human services organizations and religious organizations. The Black Ministers Alliance, Lifetrack Resources, area school districts and the City of St. Paul were also suggested.

The current relationship with Penumbra Theatre could be deepened and expanded. The groundwork for this has been started now, with the announcement of the new co-artistic director Sarah Bellamy, who will be the sole artistic director starting in 2017. Ms. Bellamy has already started to focus on increasing ties to the surrounding community and the Hallie Q. Brown Community Center should continue to be assertive in building a mutually beneficial strategic partnership.

Partnerships should be well researched, with goals and roles clearly defined and continually evaluated for success. Because the Hallie Q. Brown Community Center is seen to lack a clear



identity, care should be taken to label the key messages of the Center and clarify exactly how each partner is aligned with the mission and values of the Hallie Q. Brown Community Center.

The building housing Hallie Q. Brown Community Center itself is underutilized. There is potentially space for other tenants/strategic partners. Focus groups and the board suggested that some improvements to the current facility could make it useful as a training kitchen, for classes, and could be utilized to cater events held at the Center. This would make the building more appealing to outside groups wishing to rent space for events and could become an additional source of earned revenue.

Challenges

Funding has long been a challenge to the Hallie Q. Brown Community Center. Changing trends in the landscape including major funders' priorities and strategies necessitate new ways of seeking revenue. Hallie Q. Brown Community Center has not fully nurtured some historical funding partnerships and must slowly work to build these partnerships back up. Focus groups suggested looking to new donors, including those within the faith-based community and alumni of past programs, along with creating innovative solutions for earned revenue.

The shift from the historical racial demographic of the community to the current racial demographic must be acknowledged and its impact fully understood in order for the Center to articulate and embrace a new identity. Until then, the perception of a lack of a cohesive identity will be a continual challenge.

Financial analysis

In November 2012 MAP performed an extensive financial analysis in order to reconcile several of HQB's balance sheet accounts and accounts payable/other liabilities in order to correct suspected errors and better understand our true financial position. The analysis helped illuminate the challenges of administering the MLK Center under the current arrangement with the City of St. Paul and the need for clarification on the accrued expense amount either owed the City by Hallie Q. Brown or owed Hallie Q. Brown by the City.. It also highlighted the impact timely Penumbra Theatre lease payments have on cash flow. At the time of the analysis Penumbra owed over \$37K in outstanding funds going back over two years; funds desperately needed to deliver other programs and services. And finally, MAP provided several recommendations including a suggestion that HQB give serious consideration to identifying a strategic partner that could assume responsibility for administering the MLK Center. However a revised analysis by HQB Staff revealed that the initial review only went through 2011 and did not take into account revised practices and cost saving measures that had been implemented successfully in 2012. In addition, it had factored in the cost of administering the individual programs to the administrative budget, but not the revenue generated by the programs the contributed back. These two additional factors showed that the administration of the Center actually had a positive impact on the organization's budget; a fact confirmed by their year-end financials produced a month later.



In 2013, additional financial analysis was undertaken. This included performing a month-long time study that served to validate the current cost allocation methodology for management staff. Further, the analysis showed that the Youth Enrichment and Early Learning Programs were profitable even after overhead allocations. The analysis also validated that operational changes made prior to 2013 to reduce costs were beginning to have a positive effect.

Progress has been made regarding facilities use and reliance on the uncertain income stream from tenants. Penumbra has emerged from its financial troubles and has two full seasons under its belt, thus providing HQB with a more reliable and predictable cash flow situation. An additional tenant has been added as well. We continue to rely on tenants as a key part of earned more diverse income strategy.

Separately in 2014, an analysis of the MLK Center's space utilization was performed by an independent consultant. It was determined that the current cost sharing arrangement with the City required an adjustment in HQB's favor in order to be more equitable. With an agreement in principle to lower the fees paid by HQB to the City going forward, MLK Center can be administered by HQB cost effectively.

Despite agreement between HQB and the City regarding cost sharing going forward, there remains some debate with the City about whether past due amounts are owed to the City or to Hallie Q. Brown or both, and whether they ought to be forgiven based on the space utilization analysis or repair. Regardless of the outcome of those discussions, the three-year financial outlook is favorable and assumes successful negotiation of a reasonable repayment schedule if it is required.

Willing partner analysis

Included in the business planning process was an explicit step taken to consider whether it was necessary or even advisable to partner with another organization for the express purpose of allowing them to administer the MLK Center. However, following the financial analysis, space utilization study, and subsequent negotiations with the City, it was determined that we can administer the MLK Center cost effectively.

HQB enjoys a number of partnerships within the building and through referrals, and we will continue to maintain and expand these partnerships in order to address community needs as well as to create convenient access to programs and services. We continue to explore new partnerships on an ongoing basis as we recognize and respond to changing community needs. See Appendix B for a list of existing partnerships.

We are currently involved in active discussions with the other four St. Paul Community-based centers, and have identified a number of areas to collaborate in ways that will expand services and leverage best practices without sacrificing the individual identity of each center or ignoring the unique needs of the community each center serves.



Project length/complications

The business planning process spanned approximately 18 months, exceeding the initial estimate of 6-9 months. There were a number of contributing factors including prolonged discussions with the City as well as health-related and other leaves of absences for key members of the planning team. Fortunately, the project outcomes were delivered within budget.

Strategies

Strategy 1: Improve board governance and effectiveness.

Board members have acknowledged and accepted their oversight responsibilities for HQB. They have adopted the following objectives in order to become further engaged, to help clarify organizational identity, and to provide greater assistance with fundraising.

Area	Objectives
Participation and Involvement	1. Invite staff to board meetings
	2. Drop in visits during the day
	3. Engage board when they are unable to attend events
	4. Strategically Expand board membership
	5. Longer lead times in regards to discussion of HQB events
	6. Greater Board involvement in planning and implementing events
	7. Ice breakers/get to know each other
	8. "Adopt a service: come in to volunteer, provide breakfast, etc.
Fundraising	1. Fundraising breakfast/Outreach
	2. Personal Stories in Newsletter
	3. Tapping into Alumni-Alumni Event
	4. Focusing on Personal Contacts, including developing a system, tracking ROI and sending thank-you notes and other personal contacts
	5. Implement a Development function at the Board level
Identity	1. Go to public TV – an event, article in paper
	2. Use social media, understand effect
	3. Create elevator speech
	4. Determine goals, strategic plan: market HQB
Policies and Procedures	1. Review policies and procedures for currency, relevance, and effectiveness.

Strategy 2: Develop and implement a fundraising plan.

We recognize the need to diversify funding sources in order to reduce our reliance on a relatively small group of key funders and increase the level of funding overall. We have hired a part-time development manager who will coordinate the development and execution of a new fundraising plan. While we will continue to include, United Way, foundation giving, and tenant lease revenue in our funding plans, we will place increased emphasis on broadening our base of individual donors as well as increasing earned income.

- Grow individual donor base
 - Increase marketing and awareness
- Monthly breakfasts, fundraising breakfast, other events
- Stakeholder follow-up
- Metrics

Strategy 3: Increase organizational capacity.

We would like to grow and expand our programming. Growth will require additional capacity not only in terms of people, but also in terms of infrastructure. While not specifically included in our financial projections over the next three years, we intend to research and write grants that will allow for program and administrative staff additions, staff training, and investments in new technology.

- Identify needed positions and articulate benefit of making the additions
- Write grants
- Metrics
- Attract and retain high quality staff

Strategy 4: Expansion of Early Learning Center Programs.

Our childcare, Early Learning Center (ELC), and youth enrichment programs are valuable resources to the community and also contribute positively to the financial bottom line. We intend to expand these programs in both offerings and numbers served by creating an ELC campus.

Strategy

The Hallie Q. Brown/Martin Luther King Early Learning Campus represents one of the strongest possibilities for success for youth within the St. Paul community. The shift in focus will direct a primary lens on the most critical of areas, ECE, to create long term sustainable success with pipelines in from and out to the broader community. We will expand the number and type of classrooms at the Center to increase the opportunity to focus on specific developmental points that go beyond the standard Infant, Toddler, and Preschool demarcations to add transitional classrooms with specific focus areas.

When our preschool room has been at capacity we have to put additional preschoolers on a waiting list, and many of these children have young siblings to help fill the other rooms. We would anticipate that our growth would be incremental at first moving our current children into



the appropriate rooms and as we continue to enroll we would continue to fill the appropriate classrooms leaving room for our transitioning students.

Given that we are located within the Promise Neighborhood we know that many of our families are in need of additional support services. The wrap-around services that HQB provides will offer our families care for their children from 6 weeks through age 12, parent education; basic needs support; including a Food Shelf, B2B screenings, Fare for All, Clothing and a host of family friendly activities. We will partner with Sprockets, the City of St. Paul, and other agencies to expand offerings for teen programming to provide a conduit for post-Secondary education.

Project Outcomes

The outcomes of the ELC Campus will be:

- Increase in success rates among children coming out of the Center
- Children demonstrate age-appropriate social/emotional, cognitive, language/literacy and physical development.
- Families are provided with information and connected to community resources that provide critical family support.
- Increase in the number of youth from low-income families who participate in quality Out-of-School-Time programs that offer safe places to develop skills and competencies.
- Enhanced youth engagement.
- Provide a “cradle to college” (or work/trade school) pipeline for children and families we serve
- Support a symbiotic relationship between local colleges and the ELC Campus.

Methodology

We will utilize the following strategies to develop the ELC Campus.

- Expand the ELC programming to provide specialize classrooms and school age activities to better prepare youth for success.
- Expand youth programming to include a teen component to fill the gap between 14 and 18 years of age.
- Connect in local area colleges to serve as both a resource for staff and a training ground to enhance studies.
- Employ Bridge to Benefits and other assessment tools to help families assess their needs and access services and resources available.
- Develop additional programming that will further enhance ELC Campus offerings.

Design

The ELC Campus will consist of five classroom levels: Infant/Toddler Transition Room, Toddlers, Young Preschool, Older Preschool, School Age:

- Infants will consist of children who are 6 weeks through 12 months or 16 months depending on enrollment
 - 1:4 ratio will be followed with a max of 8 enrolled



- Infant/Toddler Transition Room will consist of children who are 12 months or 16 months depending on enrollment through 24 months
 - 1:4 or 1:7 ratio will be followed with a max of 8 or 14 enrolled
- Toddlers will consist of children who are 16 months or 24 months depending on enrollment through 33 months
 - 1:7 ratio will be followed with a max of 14 children enrolled
- Young Preschoolers will consist of children 33 months through age 4
 - 1:10 ratio will be followed with a max of 20 children enrolled
- Older Preschoolers will consist of children age 4 through the first day of Kindergarten
 - 1:10 ratio will be followed with a max of 20
- School Age will consist of children age 5 who have already started K through age 12
 - 1:15 ratio will be followed

With the above model we will be able to offer the children in our care the extra support that they may need to be ready for Kindergarten. Our staff will consist of qualified and well educated (both in education as well as practical experience) professionals that will be committed to giving our children the extra support they will need. We will more aggressively partner with colleges to expand our employment and training model. We will bring on additional volunteers/interns to lower the staff to student ratio while providing students with much needed hands on experience getting them ready for employment after they exit our program.

Our Center has earned the highest rating for NAEYC and Parent Aware all while building our program to be as strong as it is today, thus we have earned the ability to charge the highest rates the county will allow, however this comes at an additional cost to our self-pay families who might be just making ends meet. We will maintain the highest standard in care for the children in the Promise Neighborhood and also allow some of our families who couldn't otherwise pay for care come to our quality center through scholarship dollars.

Strategy 5: Implement capital improvements.

- Seek funding for kitchen renovation
 - Cost reduction opportunity
 - Earned revenue opportunity (catering, rentals, congregate dining)
- Infrastructure (e.g. technology)
- Metrics
- Install security cameras and support network
- Refurbish or replace lobby, garage doors
- Improve control and information signage, wall repairs and paint

Strategy 6: Create a three-year financial outlook including plans for an operating reserve.

- Develop fundraising and earned income strategies for implementation



3-Year Financial Projection

Operating reserves

Hallie Q Brown Community Center

Three-Year Financial Outlook

	<u>2015</u>	<u>2016</u>	<u>2017</u>	Assumptions
Income				
United Way	\$ 200,432	\$ 200,432	\$ 200,432	No change in funding
Contributions	\$ 284,500	\$ 312,950	\$ 344,245	Increase by 10% per year
Government	\$ 281,700	\$ 401,495	\$ 479,920	Increase to full capacity over 3 years
Program Fees	\$ 63,000	\$ 116,140	\$ 190,380	Increase to full capacity over 3 years
Earned Income	\$ 163,200	\$ 179,520	\$ 197,472	Increase by 10% per year
Investment Income	\$ 10,000	\$ 11,000	\$ 12,000	Moderate Increase with investment
Other Income	\$ -	\$ -	\$ -	
Total Income	\$ 1,002,832	\$ 1,221,537	\$ 1,424,449	
Expense				
Personnel Expense	\$ 712,011	\$ 733,371	\$ 755,372	Staffing constant with 3% merit
Professional Fees	\$ 76,066	\$ 83,673	\$ 92,040	Increase by 10% per year
Program Expense	\$ 64,400	\$ 70,840	\$ 77,924	Increase by 10% per year
Office	\$ 28,954	\$ 31,849	\$ 35,034	Increase by 10% per year
Occupancy	\$ 75,800	\$ 75,800	\$ 75,800	Increase by 10% per year
Transportation and Travel	\$ 5,600	\$ 6,160	\$ 6,776	Increase by 10% per year
Staff and Volunteer Expense	\$ 5,000	\$ 5,500	\$ 6,050	Increase by 10% per year
Miscellaneous	\$ 8,300	\$ 9,130	\$ 10,043	Increase by 10% per year
Depreciation	\$ 6,720	\$ 6,720	\$ 6,720	No change
Total Expense	\$ 982,851	\$ 1,023,043	\$ 1,065,760	
Net Surplus / (Deficit)	\$ 19,981	\$ 198,494	\$ 358,689	Surpluses used for reserves

Summary

Thank project funders and project participants

Thanks also to those who participated in the Business Planning stakeholder interviews:

FUNDERS

Cindy Kleven, 3M Foundation
Claire Chang, The Saint Paul Foundation
Marcia Fink, Greater Twin Cities United Way
Mike Newman, Travelers

Angie Goettl
Bettye Kortus

Many thanks to the funders that have supported the work of Hallie Q. Brown Community Center Inc. for many years:

PARTNERS

William (Billy) Collins, Jr., YWCA of St. Paul
Tyrone Terrell, African American Leadership Council

3M Foundation
Bigelow Foundation
City of St. Paul
Mardag Foundation
The McKnight Foundation
Nonprofit Assistance Fund
Otto Bremer Foundation
Ramsey County
The Saint Paul Foundation
Travelers Foundation
The Greater Twin Cities United Way
Xcel Energy

BOARD MEMBERS

Pam Peyton, Travelers
Charles H. Williams, Ramsey County District Court (RET)
Stephen Wilson, Xcel Energy

STAFF

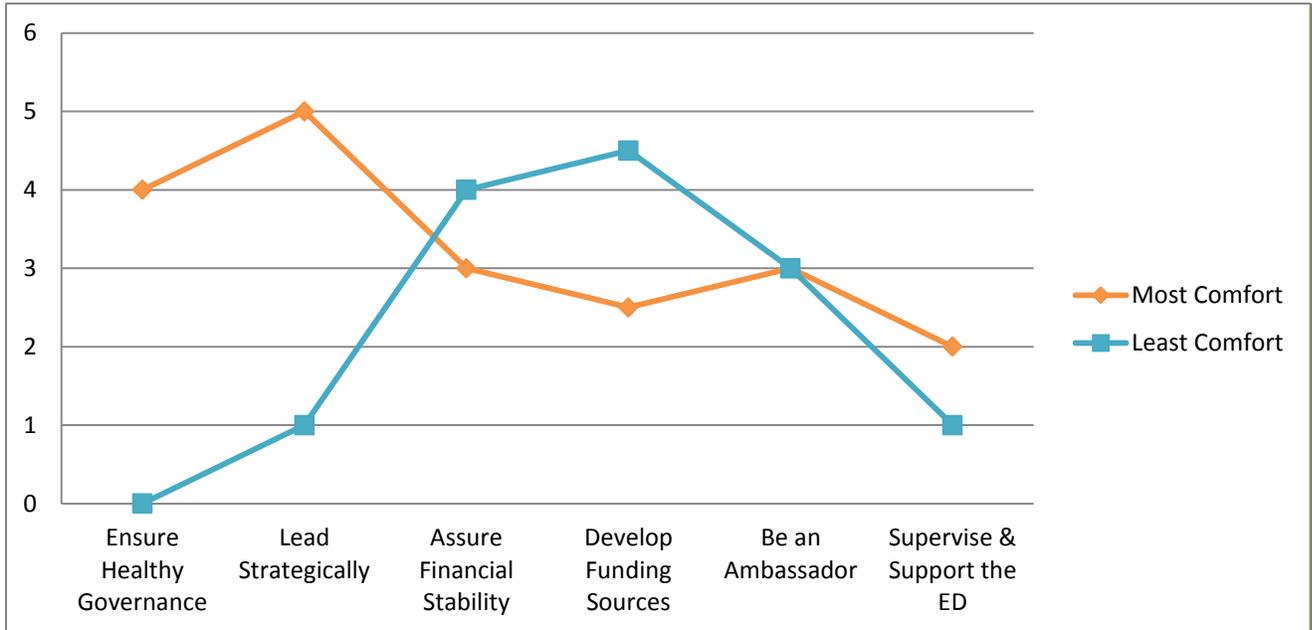
Jeff Bartlett
Mildred Brunson
Hannah Ellis



Appendix A

Board Self-Analysis

The board self-analysis showed a discomfort with assuring financial stability, developing funding sources and being an ambassador for Hallie Q. Brown Community Center (see graph).



To combat this, the board will:

- Self-identity Board and Hallie Q
 - What do we say about Hallie Q?
 - Community understanding of who we are
- Participation and Involvement of Board Members (Increase engagement)
 - Events
 - Committees
 - At Board Meetings
 - Opportunities (fundraising, participation, identity)

Financial Review will include:

- Reliance on tenant
- Profitable programs
- Space utilization
- City of St. Paul
- Analysis of outlook with and without debt repayment
- Investigation of new income streams to provide essential diversification of income and reduce reliance on tenant income
- UW funding being maintained

Stakeholder feedback to gather

- Mayor St. Paul (political)
- Users of Center
- Ward/City Council Member (political leaders)
- Funders – United Way
- Respected Community Leaders
 - Mary Kay Boyd
 - Mahmoud El-Kati
- Churches/Faith Community Leaders
- Neighborhood Residents - Long-time and newer
- Peers and Partners, Social Service Agencies
 - Child Protection
 - Parks and Recreation
 - Penumbra

Areas for Improvement

- Fundraising
- Self-identity Board and Hallie Q
 - What do we say about Hallie Q?
 - Community understanding of who we are
- Participation and Involvement of Board Members (Engagement)
 - Events
 - Committees
 - At Board Meetings
- Policies/Procedures – Staff Structure
- HQB Board Training and Development – Potential Next Steps
- During the HQB Board retreat on September 7, 2013 the Board identified several areas of improvement that they would like to focus on over the next 12 months. These areas include:
 - Fundraising
 - Board and Organizational Identity
 - Participation and Involvement of Board Members
 - Policies/Procedures – Staff Structure
 - Three subgroups worked on items 1-3 above. Discussion and brainstorming brought forth a number of suggestions for the board's consideration for implementation. In addition, individual board members made personal commitments to help the board advance in these areas. It is crucial that the Board maintain its momentum and follow through on these commitments. In addition, it is important to consider what areas of improvement make the most sense to address immediately, and which can be dealt with further into the future. A business plan will be developed later this year that may need to reflect progress in certain areas such as fundraising.
- Questions to ponder:



- Going forward, what is the optimal structure for overseeing the implementation of the various suggestions? Recommendation is for oversight by Board executives and Jonathan with various board members taking on individual assignments.
- How can HQB ensure board members are held accountable for their commitments? Recommendation is to make this a standing agenda topic.
- How will the agreed upon actions be prioritized? Recommendation is for the oversight team to manage this process and to get board member buy-in.
- What is the plan for addressing policies/procedures in item 4 above? What's the concern? What action plans will be taken? Who will be responsible?
- There were a number of “not sure” survey responses from board members. Is there a board orientation issue or perhaps a broader communication issue that needs to be addressed?
- MAP can assist further with board development and coaching. MAP will provide examples that may be helpful for the board including:
 - Board calendar
 - Board agendas that include time allotted for program reports and program staff
 - Fundraising commitment sheet
 - Testimonials
 - “Elevator speech”
 - Performance review process for the Executive Director
 - What if any, additional assistance would be helpful from MAP in this process? For example, MAP can assist with fundraising training.
 - Develop priorities and timeframes
 - Monitor performance metrics and take corrective action as needed

Appendix B

Partnerships

Partner	Activity summary	Organization type	Presence	HQB outcome
AALC	Discuss and lead on key AA community issues	Civic	Biweekly / seasonal meetings	Donation collection
AccountAbility MN	Provides tax prep and financial services onsite	Service nonprofit	Seasonal 3x weekly, ~28 visits	Service for clients
Clues	Employment & skills training services	Service nonprofit	people/permanent	Volunteer services
Fare for All	Provides reduced cost food packs	Service nonprofit	Monthly events	service for clients

Fire Fighters United	professional membership organization	Civic	Biweekly meetings	Donation collection
Golden Agers	senior programming	Social club	Biweekly / seasonal meetings	Donation collection
Hill Murray HS	volunteer mentors	school	within programs	service learning
Lutheran Social Services	Employment & skills training services	Service nonprofit	people/permanent	Volunteer services
Midwest Challenge	Employment & skills training services	Service nonprofit	events	Volunteer services
MN Association of Scottish Clans	membership organization	Social club	occasional events	Donation collection
MN Historical Society	History Food Crawl waypoint	Arts / culture nonprofit	Seasonal biweekly	Historical outreach
Ordway Music Theater	Major arts education services	Arts / culture nonprofit	within programs	Shared events, donations
Penumbra Theatre	Provide performances and education	Arts / culture nonprofit	Tenant	Rent
Pet Project	provides pet food and clinics	Service nonprofit	occasional events	service for clients, donation collection
Ramsey Hill Association	provide direction and service for neighborhood	Civic	occasional events	Shared events, donations
READ Dogs	Literacy programs	educational nonprofit	weekly staffing	shared programming
Retired Men	senior programming	Social club	Biweekly / seasonal meetings	Donation collection
Schubert Club	Project Cheer: provides music lessons onsite	Arts / culture nonprofit	Tenant	Service for clients, shared events
Simply Good Eating - U of M extension	Nutrition education services	academic	weekly staffing	food distribution, service for clients
Skyline Towers	Residence with social services	Residence	Transportation	service for clients, cost share
St Paul Parks & Recreation	Provide recreation services, host site	City	Landlord/permanent	Maintenance, donation collection, shared events
State of MN CSFP	food distribution program	government	Monthly events	food distribution, service for clients



SteppingStone Theater	children’s educational theater	Arts / culture nonprofit	seasonal staffing	shared programming
StreetWorks	Critical services for homeless youth, food distribution	Service nonprofit	weekly staffing	food distribution, service for clients, donation collection
Walker West Music Academy	Provide music performances onsite	Arts / culture nonprofit	Seasonal/ occasional events	Event rentals
Wilder Foundation	Provide multiple social services	Residence	Transportation	service for clients, cost share

Appendix C

Focus Group Summary

Defining and Expanding HQB

Each community center needs its own identity within its community. The essence of planning should lie in the creation of a solid methodology to enrich the overall community. Once established, this key message should be articulated by marketing and communication materials and all further expansion, partnerships and collaborations should meet the objectives of the mission and vision created. Participants were very vocal about HQB maintaining its cultural identity and history within its mission and vision. Defining the “hub” is critical to seeking out funding and securing ongoing support from the broader funding community. Community Centers are challenged by their very nature and the more specific they can be with their programming and results, the more likely they will be in connecting to private funding.

For example, addressing the needs of the community at a starting point, such as the highly successful ELC Program, could solidify the direction of HQB moving forward. Strengthening families, through the health and welfare of the children, and expanding programming within that area to reach out to the broader family, could be a successful path to the overall improvement of the community as a whole.

Focus group participants agree that expansion should be based on two key areas that HQB does well and to not recreate or duplicate programming that already successfully exists in the community. Expansion of the ELC Program, either by growing the existing program or by adding relevant components, was a common theme of the groups.

Another area discussed was the successful expansion of the food shelf program. The increase in foot traffic and overall community visibility has allowed HQB to reach out to more members of the community. Being intentional in expanding basic need programming, from the successful food shelf program, was also discussed as a logical next step in the further development of HQB’s relevance in the community.

For the community members not currently engaged at HQB, more research is needed to encourage their involvement and support.

Collaborations and Partnerships

Focus group participants strongly agree that partnerships and collaborations with other nonprofits are vital to the success of HQB. Alignment with other nonprofits that already have perfected a specific area of expertise that HQB does not have should be targeted.

Due to the high population of working poor in the community, discussions included job training/job search programs as being an area of research and development for the Center. Potential partners included Lifetrack Resources and the City of St. Paul. Ideas varied in how to engage in these types of partnerships and suggestions were made to probe deeper into having other organizations rent space at Hallie and provide services on a weekly/bi-monthly basis to allow neighborhood residents to engage. Research would need to be done on what services and initiatives are already going on in the community and how they would meet the needs and uniqueness of the population of District 8. Participants cautioned that partnerships should be well researched and should be clearly aligned with the key messages of HQB. In addition, clear outcomes of each partnership should be articulated and later evaluated for success.

Another area of potential collaboration discussed was a deeper relationship with the school district. With a strong focus on education and early childhood development, ensure that programs and partnerships for either ELC or after school programs are aligned with school curriculum and learning objectives. The goal would be to drive what the school is doing to the next level of excellence ensuring success for the children of the community. Student progress could be tracked and evaluated. This could be done with a school presence in the building or through an ongoing relationship with a school liaison directly working with HQB staff.

Penumbra was also a very important discussion in the focus groups. Participants felt that the potential for a deeper relationship exists and should be a priority for exploration. The target audiences for Penumbra versus HQB are very different and how could those differences work to help improve the sustainability of both. Theater visitors are generally more economically secure and potential lies there to explore how that population could help to support HQB and not just Penumbra. An effort to have both sides communicate the purpose of the MLK Center in the community could greatly enrich HQB with individual contributions and volunteers. In addition, Penumbra could tap into the artistic talent within District 8 and create an opportunity for children and adults to participate in a production to enrich their lives and sense of community. The possibilities are endless for a very successful partnership.

Finally, participants offered strong encouragement to HQB to build deeper relationships with the Faith Based Community. Ideas included offering HQB up to be the gathering place for pastors/church leaders and to engage them in the mission and vision of the Center. One strong partner recommended was the Black Ministers Alliance. Spreading the word of HQB's offerings at local worship services would be a powerful outreach tool to reach out to District 8's residents.



Financial Sustainability/Funding

The theme of “using what you have” came up again in this area of the focus group discussions. The existing kitchen, although upgrades are needed, was an idea for both potential earned income strategy and job training and development. Upgrades to the kitchen could allow HQB to offer catered meetings, lunches and dinners to those using HQB for meeting space, for residents and potentially to serve those visiting the Center to see a play at Penumbra.

Individual giving was discussed as having great potential for HQB. Finding ways to tap into the Twin Cities African American community and have them invest back into the programming will be a key element to the development of a longer term giving plan. Keeping those who grew up in District 8 close to the Center would be another tactic to promote ongoing financial support. “People you nurture remember you” and are willing to give so that the Center can continue to nurture those that come after them.

Funding dollars are becoming more and more difficult to secure. General operation support is virtually nonexistent today. HQB must be clear about its mission and vision and be able to provide a clear evaluation plan to potential funders and supporters. Funder collaboratives are popping up all over the place. Funders typically ban together for topic, issue or geographic location to maximize impact. Consider looking at policies/advocating for change as a new area of focus. Tap into exist emerging research and trend analysis to anticipate and respond to new opportunities.

Innovation! Is there a social enterprise opportunity (e.g. Java Kids or the Cookie Cart)? As the reins of government funding are further tightened and/or eliminated and with the changes in the foundation giving methods, HQB must explore the development of alternative business ventures to fill in gaps. Innovation ideas for funding in the sector is necessary for all nonprofit organizations and now is the time to engage in creative discussions to strengthen HQB’s business model for the future.



Appendix D

Proj#	Item	HQB Priority	Description	Estimated Amount	Start Date	Complete Date
1A	security - monitor system	HIGH	install security cameras and support network	\$50,000.00		
1B	security - entry doors	MEDIUM	refurbish or replace lobby, garage doors	\$60,000.00		
2A	infrastructure - elevator	HIGH	replace equipment and bring to code	\$47,000.00		
2B	infrastructure - foundation	MEDIUM	repair leaking basement / foundation seal issues	\$25,000.00		
2C	infrastructure - plumbing	MEDIUM	replace critical pipes; upgrade bathroom fixtures; fix leaks	\$50,000.00		
2D	infrastructure - interior	MEDIUM	repairs and upgrades to doors, assistive tech, fixtures	\$55,000.00		
2E	infrastructure - parking lot	MEDIUM	repairs, seal, stripe	\$45,000.00		
2F	infrastructure - roof	AS NEEDED	repairs and upgrades	\$25,000.00		
3A	Kitchen - fixtures	HIGH	builtin equipment	\$23,000.00		
3B	Kitchen - HVAC	AS NEEDED	bring HVAC to code for operable kitchen	\$35,000.00		
3C	Kitchen - electrical	AS NEEDED	bring electrical to code	\$15,000.00		
3D	Kitchen - plumbing	AS NEEDED	sprinkler install and bring plumbing to code	\$35,000.00		
4A	health & quality - carpeting	HIGH	replace original carpeting in upper level with new flooring	\$99,000.00		
4B	health & quality - lighting	HIGH	improve interior and exterior lighting	\$35,000.00		
4C	health & quality - glass	MEDIUM	Replace broken windows, bullet holes etc; weatherizing	\$40,000.00		
4D	health & quality - signage & paint	MEDIUM	Improve control and information signage, wall repairs and paint	\$40,000.00		
4E	health & quality - miscellaneous	AS NEEDED	incidental costs, minor improvements not categorized	\$35,000.00		
5A	art	NA	Public art provision 1% total budget	\$8,000.00		
				\$722,000.00		
total budget				overage ~ 9% over project items est	\$64,000.00	
				\$786,000.00		

