



## **ANNUAL REPORT 2017**

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## **Vision:**

The vision of Hope Harbor is to renew minds, restore relationships, and further the kingdom of God.

## **Mission:**

Hope Harbor equips teens, empowers parents, and serves those in need by anchoring them to the hope of God's promises.

## **Core Values:**

**Christ-centered:** I have been crucified with Christ and I no longer live, but Christ lives in me. The life I live in the body, I live by faith in the Son of God, who loved me and gave himself for me.

--Galatians 2:20

**Biblically-based:** For the word of God is living and active. Sharper than any double-edged sword, it penetrates even to dividing soul and spirit, joints and marrow; it judges the thoughts and attitudes of the heart. --Hebrews 4:12

**Holy Spirit led:** Those who live according to the flesh have their minds set on what the flesh desires; but those who live in accordance with the Spirit have their minds set on what the Spirit desires. The mind governed by the flesh is death, but the mind governed by the Spirit is life and peace.

--Romans 8:5-6

**Prayer focused:** Rejoice always, pray continually, give thanks in all circumstances; for this is God's will for you in Christ Jesus. --1 Thessalonians 5:16-19

**God glorifying:** And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus, giving thanks to God the Father through him. --Colossians 3:17

**Hope giving:** "For I know the plans I have for you," declares the Lord, "plans to prosper you and not to harm you, plans to give you hope and a future." --Jeremiah 29:11

**Relationship enhancing:** Do not let any unwholesome talk come out of your mouths, but only what is helpful for building others up according to their needs, that it may benefit those who listen. --Ephesians 4:29

**We have this hope as an anchor for the soul, firm and secure. --Hebrews 6:19**

## Board of Directors



### GOVERNING BOARD

\*\*All board members are from the community at large and are not related to each other.

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3/21/2018

## Executive Director Report

The year 2017 was an exciting year of change and growth and the Lord blessed us abundantly. There was significant staff turnover at the Marshall home for various reasons and we added 6 new women to our team of staff. They, as well as the other 5 staff, have all been a blessing to the ministry. The home in Marshall operated at full capacity most of the year. With all the girls, we trust that God's Word does not return void and the fruit of our labor in the Lord will be evidenced in all the teens we serve. We plant the seed and pray that others come along and water those seeds throughout their lives. We met all our financial obligations on time and ended the year with a surplus to help us through 2018. After months of prayer, planning, and preparation a 2<sup>nd</sup> home was opened in Winona, MN in October. Staff was hired and trained and by the end of the year we had 2 girls in the program in the Winona home. Also, we truly believe it is God's desire to have a home for boys in the Sioux Falls area, so the expansion team continues to work to make this dream a reality. With the expansion, a governing board was formed, with Claudia Stenson serving as the chair, and advisory boards are in place for both locations—Marshall and Winona. It has been a joy to work with the teams in each community, to share the Hope Harbor story, and to see their commitment to furthering God's kingdom through this ministry.

Hope Harbor provided counseling, education, life-skills training, and spiritual growth opportunities to 13 teens in our residential setting in 2017. Our teens were from:

Minnesota: Marshall (1), Edgerton (1), Ghent (1), Morgan (1), Thief River Falls (1), Hibbing (1), Watertown (1), and Winona (1);  
South Dakota: Parkston (1), Sioux Falls (3);  
Wisconsin: Alma (1)

Hope Harbor ministered to 19 parents in Marshall and 3 in Winona in 2017. They participated in individual and family counseling and attended parenting classes each week.

### Program Evaluation:

- Three teens completed the residential program, one teen completed the residential program and then returned later in the year for a month for the Reanchor program, parents withdrew one teen, and six teens remain in the program.
- There were no grievances filed in 2017, there were three "Critical Incidence" reports filed with MN DHS in Marshall and one in Winona. A critical incidence is any occurrence that happens outside the normal operations. All incidences were handled properly and no serious injury occurred in any instance.
- Satisfaction Surveys (3) returned were favorable with 4's and 3's in all categories.

The 2017 filing with the Minnesota Secretary of State, the MN Attorney General and the 990 were completed and filed by Hoffman & Brobst PLLP Certified Public Accountants.

Respectfully Submitted,

Cindy McKittrick  
Executive Director

*We have this hope as an anchor for the soul, firm and secure. –Hebrews 6:19*

## Programming Report

### **Programming: Overview**

Residents at Hope Harbor enter the program with Goals and Objectives reflecting four program areas: education, counseling, spiritual development, and independent living skills. Program goals are measured to chart progress. Goals and Objectives are tracked through staff, resident, and parent observation and report, and summarized at a 30 Day Review and 90 Day Reviews thereafter. Education goals include: Resident will a) complete each academic pace at 80% accuracy; b) follow rules, demonstrate integrity, and be cooperative in classroom. Counseling goals include: Resident will a) demonstrate a willingness to work on counseling issues; b) complete all assignments; c) demonstrate the ability to make good decisions and wise choices; d) complete all evaluations. Spiritual Development goals include: Resident will a) demonstrate progress cooperation in spiritual growth initiatives; b) demonstrate progress and cooperation in goals specific to phase level or individual program. Independent Living Skills goals include: Resident will develop and demonstrate progress in independent living skills a) phase requirements; b) respect of authority; c) behavior changes; d) social skills; e) life skills; f) personal care. After initial intake, each resident's program goals are individualized to reflect each teen's specific needs.

### **Programming: Staff Training**

Resident Review Meetings are held to pray for the residents and to discuss specific needs and current program status of clients served. Staff Training Meetings are held two times each month with required staff attendance. Staff also attended our annual Staff Retreat at Inspiration Hills with teaching from Dennis Siler on Trauma. Staff Retreat is one of our favorite times of the year, as we are filled up with great training but also get to spend time in fellowship, prayer and team building. Leadership Team Meeting are held monthly in Marshall for the Executive Director, Program Director, Teacher, and Counselor to come together in prayer and consideration of ministry needs. The leadership team in Winona will be starting this in 2018.

### **Programming: Activities**

The 2017 year in review programming report includes the following event and activity highlights for residents:

- Weekly chapel on site, bible study on site, and church attendance to local and area congregations
- Daily physical fitness and other initiatives on-site and off
- Activities with volunteers/interns and staff including
- Community service projects

## Hope Academy/Anchor Academy Report

**Curriculum:** Accelerated Christian Education (ACE) continues as the primary curriculum utilized at Hope Academy. We have been designated as a Quality School by ACE that allows us to get a 30% discount on our curriculum. The students have found success and improvement in their academic areas using this self-taught style of curriculum. With this curriculum, the girls receive one credit for every 12 PACE booklets that they complete in one subject. We want the girls to master the concepts and materials being taught rather than just going through it to pass a test. With this in mind, we require that the girls get an 80% or above on their tests to move on to the next PACE. Sometimes they need to go through a PACE more than once to master the information. With this curriculum, if a level of work is too hard we are able to move them to a lower level. We have bought curriculum throughout the year to keep up with the needs of our girls.

**Enrollment:** During 2017, eleven girls were enrolled in Hope Academy and two in Anchor Academy. They ranged in grade levels from 7th through 12th grade.

**Progress:** Progress is measured by the expectation that students pass each PACE with 80% accuracy. If that does not happen, re-instruction and re-testing are done. Due to the learning styles of some of our residents, modifications, accommodations, and other adjustments have been made to ensure successful learning. Quarterly emails are sent to each student's home school, letting the school know they were still here at our school, and if a resident was moving into a new grade level, a list of their projected classes to ensure that they were in the correct subjects according to how their home school sets up curriculum plans was sent to the home school. Throughout the year we have Resident Reviews with the parents to update them on the educational progress of their daughter and to answer questions they may have. All of the students in residence took the Iowa Assessments Standardized Test in the spring and fall.

**Licensing Requirements:** On March 22, 2013, our on-site education program was approved by the Minnesota Department of Education. We are classified as a Non-accredited, Nonpublic School and are required to report Hope Academy student enrollment to the Superintendent of Schools where the parents reside.

## **Counseling Report (Marshall)**

### **Residential Program:**

Residents served: 10 (255 appointment hours)  
Resident Groups: 47 (2 hours per group)  
New-Resident In-Takes: 6 (2.5 hours each)  
Reanchor Club: 1 (month of August, 2017; daily counseling)  
Parents Served: 17 parents served (89 appointment hours x 1.5 hours)  
Parenting Classes held: 36 (2 hours per class)  
New Parent Seminars: 6  
Family Interviews: 6

**Non-Residential Program:** Non-residential counseling is defined as families with children or adolescents that fit within the Hope Harbor guidelines. Three families served within the non-residential counseling program that had graduated from their respective program, and continued to see this counselor. Clients Served: 3 individuals/families

### **Out-Reach Programs and Community Service:**

- 1)L.O.L! Camp, Five 4-hour classes for teaching girls about relational bullying and friendship concepts, 3<sup>rd</sup>-6<sup>th</sup> Grades, May, 2017, 34 girls and 8 mentors
- 2)Victory Christian Church, Balaton, MN Teach 6-week Parenting Class (Jan-Feb, 2017)
- 3)Love & Logic Class – served six families (Feb-March, 2017)
- 4)Mom's Expo Marshall (April 11; taught Love & Logic for two classes, served approx. 40 families)
- 5)Community Class, Wabasso (May 10; taught Love & Logic class, served approx. 8 families)
- 6)FCA, Marshall High School, (Jan 17; gave message on bullying; served approx. 30 kids)
- 7)Sorority, Marshall (Feb 2; class on sexual exploitation of children; served approx. 20 ladies)
- 8)Attended a Q&A at SWHHS in Redwood (July 13; get to know HH better; approx. 10 in attendance)
- 9)Did radio ads in Sioux Falls (May 31)

### **Continuing Education Hours**

I attended an Empower to Connect Conference in April. The focus of the conference was to teach Trust-based Relational Intervention (TBRI) methods, or ways to work with children who have been exposed to adoption, foster care, and/or have experienced trauma (abuse, real or perceived terror, loss). In June I began taking a class to be trained in TBRI, and in September I traveled to Texas to complete a final intensive week of training. Total training hours (80+)

Each year that I prepare the Annual Report for the Counseling Department, I marvel at the opportunities that the Lord has brought me to and walked me through. I am so blessed to serve a God who cares so deeply for the healing of those called to participate in our program, and He reminds me every single time I enter into a counseling situation.

## **Counseling Report (Winona)**

Hope Harbor began the counseling services in October under the direction of Erin Thompson. From October through December we had two residents receiving individual and group counseling on a weekly basis and three parents participating in biweekly counseling and weekly parenting classes.

## **Events Report**

Marshall: The events planning committee planned four events in 2017. Hope in Heels Night Out in February, Treats & Testimonies in May, Pick A Project Night in July, and Celebration of Hope in October. 106 women joined for the second season of Women of Hope and \$10,544 was raised. Our biggest fundraiser, Celebration of Hope, was held in October. The event netted \$64,459 and was a huge success. There were 285 in attendance and it was held at Southwest Minnesota State University. In addition, Midwest United Insurance hosted a fundraising event for the ministry at their Annual Golf Tournament and raised over \$2,536.

Winona: Hope Harbor hosted 5 events in 2017 in an effort to increase awareness, raise funds, and establish relationships. These events included: Slice of Hope/Pie & Ice Cream Social, A Kayak Raffle held in conjunction with Steamboat Days, Culvers 10% of sales in a 2-hour time period in May, Driven to Give in conjunction with a Pancake Breakfast and raffle, and an Open House in October. In addition to events, many faithful board members were out in the community connecting with over 150 different individuals and organizations.

## **Intercessory Prayer Team Report**

In Marshall, an intercessory prayer time is held the first and third Thursdays at Hope Harbor. This group is usually a smaller group that is committed to meeting weekly. This group goes before the Lord on behalf of the ministry and spends time when led by the Spirit to pray over the ministry. In Winona, Hope Harbor held a day of prayer in January for key leaders to seek direction for the year. In June key leaders committed to a month-long time of prayer and fasting. The prayer team met throughout the year every other week seeking for God's direction and guidance for all aspects of opening Hope Harbor in Winona in the fall of 2017. There is an expanded group of Intercessors that receive the prayer needs of the week that is posted in a closed group on Facebook. The expanded group of Intercessors pray at a place of their choosing.

## **Facility Report**

Updates and repairs to the Marshall home for 2017 were as follows: We had new wallpaper hung in the kitchen, dining room, and living room. The kitchen faucet was replaced. New lighting was installed in the Director's office as there was no overhead lighting. Lights were added in the display case which also serves as a night light in the evenings. We received a new refrigerator as an in-kind donation. A new garbage disposal was installed and some minor work had to be done on the detached garage door. All three bedrooms were repainted as well as the staff office and counselor's office. The labor to paint was an in-kind donation from one of the resident's dad, we just had to purchase the paint. The carpets were professionally cleaned while the girls were home for Thanksgiving. Trio Plumbing and Heating inspected the furnace in October and it is in excellent working conditions. Filters are replaced monthly. Heimann Fire inspected the fire extinguishers in October as well. For safety purposes, we have Key Pad Locks on the entry doors, medication closet, and staff office doors. All of the batteries for these locks/alarms were replaced in 2017.

In Winona, we have the privilege of being able to be in a home that has been overhauled into a beautiful place where the girls feel safe and secure! Pleasant Valley has helped with many of the renovations that needed to be done to our home in order for us to open as soon as possible in 2017. We had many wonderful volunteers who helped us to make it happen. For safety, we put in safety locks on all the doors and windows, including the medication closet. We worked with licensing to get approved and opened our doors in October. We did receive a new freezer in November from a staff person's parents which blessed us.

## Finance Report

The 2017 budget was based on the Marshall site only and was not adjusted to include Winona income and expenses. In 2018, Marshall and Winona will have a budget specific to that site.

### INCOME/EXPENSES/BUDGET

#### Hope Harbor 2017 Budget vs. Actuals--ALL SITES January - December 2017

	Total	
	Actual	Budget
<b>Income</b>		
4001 Contributions-Churches	45,671.25	30,000.00
4002 Contributions-Fundraising	106,073.25	73,000.00
4003 Contributions-Grants	17,500.00	2,000.00
4004 Contributions-In-Kind	11,452.27	10,000.00
4005 Contributions-Monthly	46,863.00	40,000.00
4006 Contributions-Occasional	323,576.15	135,000.00
4101 Tuition	124,386.00	72,000.00
4102 Non-residential Counseling	785.00	800.00
4201 Interest	13,908.93	2,200.00
<b>Total Income</b>	<b>\$ 690,215.85</b>	<b>\$ 365,000.00</b>
<b>Gross Profit</b>	<b>\$ 690,215.85</b>	<b>\$ 365,000.00</b>
<b>Expenses</b>		
Depreciation Expense	8,477.91	
General and Administrative	11,038.27	10,000.00
House Occupancy Expense	26,667.26	18,000.00
Insurance	19,340.23	17,000.00
Maintenance	45,773.19	8,000.00
Ministry Development	14,883.62	15,000.00
Outside Fees	8,644.51	5,000.00
Payroll Expenses	319,972.18	273,000.00
Programs	8,890.17	5,000.00
Scholarship/Pay It Forward	11,182.06	12,000.00
Travel	879.90	2,000.00
<b>Total Expenses</b>	<b>\$ 475,749.30</b>	<b>\$ 365,000.00</b>
<b>Net Operating Income</b>	<b>\$ 214,466.55</b>	<b>\$ 0.00</b>
<b>Net Income</b>	<b>\$ 214,466.55</b>	<b>\$ 0.00</b>



**Hope Harbor**  
**2017 Budget vs. Actuals--Marshall**  
 January - December 2017

	Total			% of Budget
	Actual	Budget	Remaining	
<b>Income</b>				
4001 Contributions-Churches	31,069.25	30,000.00	-1,069.25	103.56%
4002 Contributions-Fundraising	88,411.00	73,000.00	-15,411.00	121.11%
4003 Contributions-Grants		2,000.00	2,000.00	0.00%
4004 Contributions-In-Kind	8,624.34	10,000.00	1,375.66	86.24%
4005 Contributions-Monthly	37,180.00	40,000.00	2,820.00	92.95%
4006 Contributions-Occasional	143,157.45	135,000.00	-8,157.45	106.04%
4101 Tuition	122,955.00	72,000.00	-50,955.00	170.77%
4102 Non-residential Counseling	785.00	800.00	15.00	98.13%
4201 Interest	13,908.93	2,200.00	-11,708.93	632.22%
<b>Total Income</b>	<b>\$ 446,090.97</b>	<b>\$ 365,000.00</b>	<b>-\$ 81,090.97</b>	<b>122.22%</b>
<b>Gross Profit</b>	<b>\$ 446,090.97</b>	<b>\$ 365,000.00</b>	<b>-\$ 81,090.97</b>	<b>122.22%</b>
<b>Expenses</b>				
Depreciation Expense	8,477.91		-8,477.91	
General and Administrative	8,532.25	10,000.00	1,467.75	85.32%
House Occupancy Expense	17,499.34	18,000.00	500.66	97.22%
Insurance	19,340.23	17,000.00	-2,340.23	113.77%
Maintenance	9,948.60	8,000.00	-1,948.60	124.36%
Ministry Development	12,933.73	15,000.00	2,066.27	86.22%
Outside Fees	4,972.54	5,000.00	27.46	99.45%
Payroll Expenses	277,703.95	273,000.00	-4,703.95	101.72%
Programs	6,362.30	5,000.00	-1,362.30	127.25%
Scholarship/Pay It Forward	11,182.06	12,000.00	817.94	93.18%
Travel	834.90	2,000.00	1,165.10	41.75%
<b>Total Expenses</b>	<b>\$ 377,787.81</b>	<b>\$ 365,000.00</b>	<b>-\$ 12,787.81</b>	<b>103.50%</b>
<b>Net Operating Income</b>	<b>\$ 68,303.16</b>	<b>\$ 0.00</b>	<b>-\$ 68,303.16</b>	
<b>Net Income</b>	<b>\$ 68,303.16</b>	<b>\$ 0.00</b>	<b>-\$ 68,303.16</b>	

**Hope Harbor**  
**2017 Budget vs. Actuals--Winona**  
 January - December 2017

	<b>Total</b>
	<b>Actual</b>
<b>Income</b>	
4001 Contributions-Churches	14,602.00
4002 Contributions-Fundraising	17,662.25
4003 Contributions-Grants	17,500.00
4004 Contributions-In-Kind	2,827.93
4005 Contributions-Monthly	9,683.00
4006 Contributions-Occasional	158,918.70
4101 Tuition	1,431.00
<b>Total Income</b>	<b>\$ 222,624.88</b>
<b>Gross Profit</b>	<b>\$ 222,624.88</b>
<b>Expenses</b>	
General and Administrative	2,395.09
House Occupancy Expense	9,167.92
Maintenance	35,824.59
Ministry Development	1,896.85
Outside Fees	1,656.22
Payroll Expenses	42,268.23
Programs	2,527.87
Travel	45.00
<b>Total Expenses</b>	<b>\$ 95,781.77</b>
<b>Net Operating Income</b>	<b>\$ 126,843.11</b>
<b>Net Income</b>	<b>\$ 126,843.11</b>

**Hope Harbor**  
**2017 Budget vs. Actuals--Sioux Falls**  
 January - December 2017

	<b>Total</b>
	<b>Actual</b>
<b>Income</b>	
4006 Contributions-Occasional	21,500.00
<b>Total Income</b>	<b>\$ 21,500.00</b>
<b>Gross Profit</b>	<b>\$ 21,500.00</b>
<b>Expenses</b>	
General and Administrative	110.93
Ministry Development	53.04
Outside Fees	2,015.75
<b>Total Expenses</b>	<b>\$ 2,179.72</b>
<b>Net Operating Income</b>	<b>\$ 19,320.28</b>
<b>Net Income</b>	<b>\$ 19,320.28</b>