



## **ANNUAL REPORT 2022**

### **WINONA**

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## Foundational Scripture

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

## Vision, Mission and Core Values

### **Vision:**

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

### **Mission:**

Hope Harbor's mission is to equip teens, empower parents, and serve 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*

Child protecting: "If anyone causes one of these little ones—those who believe in Me—to stumble, it would be better for them to have a large millstone hung around their neck and to be drowned in the depths of the sea." *Matthew 18:6*

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*

## Hope Harbor Advisory Board – Winona, MN March 2022-March 2023

All board members are from the community at large

### **COREY HANOCK**

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**Site Director Report**  
**Lael Lemire, Site Director**

In early 2022, our leadership team at Hope Harbor set a goal to approach obstacles and challengers as opportunities to learn and grow. The year began with many opportunities to do exactly that, and we found that as we shifted our perspective, amazing things began to happen. We started 2022 facing some significant challenges, one of the largest of which being staffing shortages. In January of 2022 we were operating with six total staff; four leadership staff and two direct care staff (we typically operate with between 8-10 staff total, including our team of four leadership staff). The Lord provided for all our needs; first with the strength and ability to continue working increased hours, and in finally in June with the staff we'd prayed for.

In 2022, five staff maintained employment with Hope Harbor throughout the year, and five staff began employment, including one leadership staff position and four Direct Care Staff positions. Supporting our staff are volunteers, of which we have four regular volunteers still assisting at year end and four more whose volunteer service was complete by the end of 2022. Our leadership team shifted this year with the resignation of Sarah Walker as Biblical Counselor. After serving with Hope Harbor for over 10 years, she felt called to continue her ministry overseas working with refugees in Ukraine. We hired a new Biblical Counselor, Joslyn Noel, in June 2022. This year marked employment anniversaries for several of our staff, Lael Lemire celebrated six years with Hope Harbor, Amy Bach and Kaazua Vue (both Direct Care Staff) two years, and Rachel Jones (Teacher) and Amanda Hansen one year each. We praise the Lord for the ways He's worked in our staff over the last year! Our Direct Care Staff team overall in 2022 was comprised of ten godly women of varying ages, backgrounds, skills and talents that mentor and serve our residents, of which five are still working in direct care at year end.

Events this year included one new event and our biggest annual event in person again. We were glad to gather again with regular, longtime supporters and to introduce new people to Hope Harbor. We look forward to introducing some new events next year that will bring awareness to the ministry and increase fundraising initiatives.

The Winona location ended 2021 with a net loss of \$124,099 (see financial overview attached at end of report for details). We are blessed by 54 Anchor Club monthly donors and three donors giving quarterly, three Anchor Club monthly giving through churches and one giving annually. Overall, we saw increases in occasional individual giving, church donors, monthly donors, fundraising events, and in-kind donations in 2022. Additionally, we received several grants throughout the year through the KHAR Foundation and Walmart Community Giving. One of our biggest areas of struggle in the budget in 2022 was in the amount families were able to pay in tuition. For example, in 2021 we saw over \$70,000 of income through tuition, as opposed to just under \$28,000 in 2022. This was largely due to the fact that while we had one family able to pay full tuition in 2021, we didn't even have one family able to pay half of the full tuition costs in 2022, highlighting the increasing financial challenges for many of the families we serve.

Winona operated with a full house over the summer, with some delays in the placement of new residents in between. Winona served 8 teens and 13 parents in 2022. Our Winona

families in 2022 were from Sheridan, IL, Edina, MN, Melrose, WI, Austin, MN, Grantsburg, WI, Norwalk, WI, Marshall, MN and Rice Lake, MN. As of January 2023, the Hope Harbor ministry has served 147 teens and 276 parents in our program across the three sites since opening

Program Evaluation/Performance Indicators:

- Four teens exited the residential program in 2022 as early or complete and three teens remain in the program as of January 2023 that began in 2022.
- Twelve accident/incident forms were recorded in-house in 2022 regarding minor illness or injuries; there were five Critical Incidents reported/filed with MN DHS in 2021 and no Grievances filed.
- Four Satisfaction Surveys were completed in 2022. Two were resident surveys and two were parent surveys, all were highly favorable primarily 4's and a few 3's and one 2.

The 2022 filings with the Minnesota Secretary of State, the MN Attorney General and the 990 were completed and filed by Hoffman & Brobst PLLP Certified Public Accountants. Our Marshall and Winona locations were not audited by MN Department of Human Services in 2022 and our license remains in good standing.

## **Programming Report** **Amanda Hansen, Program Coordinator**

### **Programming: Overview**

Resident's program goals reflect four program areas: Education, Biblical Counseling, Spiritual Growth, and Life Skills. Goals and progress are tracked and reviewed throughout the entire program through Direct Care Staff, Program Coordinator, and Volunteers. Programming activities and programming training are planned based on overall program needs, license requirements, and individual resident needs. Activities vary by available opportunities, funds, resident interest, staffing and more.

### **Programming: Staff Training**

Resident Review Meetings are held weekly on Wednesdays each month with Program Coordinator, Teacher, Counselor, and are open to Direct Care Staff and Site Director, to pray for the residents and to discuss specific needs and current program status of clients served.

Staff Training Meetings are held the 1<sup>st</sup> Monday of each month for two hours with required staff attendance. Each Staff Training Meeting includes prayer, devotion, housekeeping and trainings. Training for 2022 included: Annual Maltreatment of Minors Mandated Reporting (January) and bi-annually in Emergency Procedures (January and August), specific needs of the residents served, DISC, reinforcing attachment versus replacing attachment, Hope Harbor's Statement of Faith and Core Values, "rib" and "spine" issues within the Church, conflict resolution role playing, Adverse Childhood Experiences (ACEs) and Trauma-Informed Care, effective staff communication, leading spiritual activities, authority as a Direct Care Staff, empowering parents, and making compass goals for 2023.

Staff Retreat was held on June 10<sup>th</sup> and 11<sup>th</sup> in Winona. Staff retreat included team building activities, trainings, and fellowship. The trainings included discussing Hope Harbors Vision, Mission, and Core Values as well as the Harbor Way, professional and

personal time management, gender sensitivity and issues of sexuality, and de-escalation of critical incidents.

Leadership Team Meeting is held bi-monthly for the Site Director, Program Coordinator, Counselor and Teacher to come together in prayer and consideration of resident and ministry needs as well as support each other in growing leadership skills.

Prayer Meeting every Wednesday 8:30am with the Leadership Team and Prayer Team members with an open invite to other Direct Care Staff to come pray and receive prayer.

### **Programming: Activities**

The 2022 year in review programming report includes the following event and activity highlights for residents:

- Weekly chapel on site, Bible study on site, various Biblical teachings, and church attendance to local and area congregations.
- Daily physical fitness, including bi-weekly personal training and exercise with a Health and Fitness specialist from Winona State, weightlifting and swimming at the local YMCA, and other initiatives on-site and off.
- Activities with volunteers and staff including daily meal prep, baking, worship nights at local churches, Hope Harbor Spring Formal, visiting the Como Zoo, hiking at multiple local state parks and trails, various arts and crafts, card making, Hope Harbor Christmas Party, bonfires, various board games and card games, movie watching, spa nights, playing at playgrounds, biking, sledding, hammocking, hobby development, community and church events, and more.
- Community service projects including visiting the residents at Brookdale Senior Living monthly, helping at Winona Volunteer Services monthly, caring for the community garden at the Recreation Center in Winona throughout the summer, helping prepare teaching supplies for Pleasant Valley Kids Ministry, making and delivering baked goods to First Responders, local churches, and neighbors, raking and shoveling the yards and driveways of local residents, writing letters of encouragement for members of the community, and the writing encouraging notes around Lake Winona with chalk,

We appreciate programming resources for our residents. This past year, staff continue to use their gifts and talents to further enhance the residents' lives and time at Hope Harbor. These activities give residents the opportunity to learn and practice new skills, giftings, and talents that they develop throughout the program. Our staff loves to watch the girls grow in confidence of who they are in Christ through our programming, and to walk out their faith in the Winona area communities.

Faithfully submitted,

Amanda Hansen - Program Coordinator

**Anchor Academy Annual Report**  
***Rachel Jones, Teacher***

### **Licensing Requirements:**

Our on-site education program is 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 at Marshall Schools. We also notify and keep in contact with the school where the residents attended before starting their program at Hope Harbor.

### **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 PACEs (Packet of Accelerated Christian Education) that they complete in one subject. ACE curriculum is about mastering the concepts and materials being taught rather than moving through to get through everything regardless of how well they are doing. Because of this, students are required to get an 80% or better on their tests to move on to the next PACE. Sometimes this means that the students need to go through a PACE more than once to master the information. With this curriculum, if a level of work is too hard, I can move them to a lower level. Curriculum was bought throughout the year to keep up with the needs of the girls.

### **Enrollment:**

During 2022, 8 girls were enrolled in Anchor Academy. They ranged in grade levels from 6<sup>th</sup> through 12<sup>th</sup> grade.

### **Progress:**

Progress is measured by the expectation that students pass each PACE with 80% accuracy. If that did not happen, re-instruction and re-testing was administered. Due to the learning styles of some of the residents, modifications, accommodations, and other adjustments were made to ensure successful learning. Throughout the year we had 90-day reviews with the parents to update them on the educational progress of their daughter and to answer questions they had. At that time an email was sent to that student's home school, letting the school know they were still here at Hope Academy and how they are doing. If a resident was moving into a new grade level, the school was sent a list of their projected classes to ensure that they were in the correct subjects according to their home school curriculum plans. All students in residence took the Iowa Assessments Standardized Test in the fall and spring.

### **Specialized Needs:**

We had 1 girl throughout the year who had an IEP or 504 Plan. We worked closely with the local Special Education department in Winona to meet the requirements. The girl's IEP and 504 Plan needs were met through me and the setup and environment of the classroom.

### **Donations/Volunteers:**

Funds for curriculum and field trips were donated at the Celebration of Hope. Volunteers Tori Lemire and Nora Kraemer were substitute teachers for a couple days I was gone for training. Kelsey Pieschke, a DCS in Marshall, came to sub for me while I was gone on a Mission Trip. Volunteer Anita Wilson came one hour per week from October through December to teach a music class.

### **Field Trips and Special Teachings:**

February 1, we visited Viterbo Fine Arts Center to see a production about the Freedom Riders of the Civil Rights Movement. The girls were taken by surprise at the level of violence those on the buses endured. April 1, we returned to Viterbo to see a presentation about the Holocaust. The original presentation was supposed to be a survivor, but she fell ill. The presentation was done by a woman who works at the Holocaust Museum in Washington D.C. The girls really enjoyed hearing the stories of some of the survivors that made it to the U.S. after WWII. May 31, we took a field trip to the Como Zoo. The girls earned this trip by completing goals each week. The girls had fun looking at all the animals and reading about them. They walked through the greenhouse and loved seeing all of the plants. They also really liked the bonsai plants and Japanese garden. In October I took the girls to the Minnesota Marine Art Museum. They liked seeing all of the art created by some famous artists. On election day, I took the residents to the polling place with me so that they could see the voting process and experience the democratic process.

### **Meetings:**

Staff meetings and trainings were held once a month throughout the year. During those times I learned new techniques and refreshed on some techniques. As a staff we learned and grew from each other's knowledge. Leadership meetings were held twice a month throughout the year. We checked in with each other during those times. Resident reviews were held once a week throughout the year. During those times we discussed the girls and their progress. I learned different ways to handle issues with each individual girl, as well as the best ways to build them up. 90-day resident reviews were held every 90 days of each resident's individual programs. School progress updates were given at each individual review to the resident and their parents. Progress updates and a brief check-in were given to the home school of each resident as well. We had 4 family interviews this year. Where we met with potential residents and their parents. We got to know them and they got to know about us and the program. During the family interviews I would share about Anchor Academy and what school on-site looks like and various things we might do for school throughout the year.

Staff Retreat was June 10-11

Leadership Retreat was April 12-14

IEP Meetings: I attended a meeting in January, May and September for a resident who has an IEP. The meeting in January was to meet with her case manager at Melrose-Mindoro High School and figure out what her IEP would look like. The meeting in May was an end of the school year check-in with her parents and case manager. The meeting in September was a re-evaluation of the resident's progress, needs and services.

### **Personal Development and Ministry Representation:**

I read *Forgiving What You Can't Forget* by Lysa Turkhurst. I lead youth group at Eastman United Methodist Church. I spoke frequently with community members, about Hope Harbor, at my two other jobs.

Respectfully Submitted,



Rachel Jones - Anchor Academy Teacher

## **Biblical Counseling Annual Report Joslyn Noel, Biblical Counselor**

It has been a tremendous blessing to join the Hope Harbor team. Even though I came halfway through the year, I have been blessed to see how much Christ is moving in the teens, their families, and even our staff. I have experienced some great joys, but also some difficult situations and through them God had showed me just how much He is moving and has moved for the families and the ministry overall. I have learned so much in what feels like a short amount of time. From things like how to file paperwork and what office work needs to be completed to how to effectively counsel the teens and their parents. I have resources at my fingertips because of those that came before me and I have learned about trauma, inner healing, how to help families seek freedom in Christ, and how to help these families have relationship with each other and with Jesus. I am still learning so much, and as I look back on 2022, I think about how God was in every space. Guiding me, using people to encourage and challenge me, and supporting me. I am excited for this upcoming year and how God will work in this ministry.

### **Counseling Profile**

\*I came on in June and do not have the previous counselor's information to include.

#### Residents Served: 8 total

Individual Sessions: 313.40 (Sarah's hours N/A)

Crew Sessions: 27

Non-residential Sessions: 5 hours

#### Parents Served: 13 total

Individual Sessions: 152 (Sarah's hours N/A)

Parenting Class Sessions: 30 hours (Sarah's hours N/A)

Resident Appointments Scheduled and/or Attended: 6 (included outside counseling, well-child, psychiatry, CPS forensic interview, school visits) (Sarah's information N/A)

Family Interviews Attended: 2 (Sarah's information N/A)

New Resident Intakes Attended: 4

ReAnchor Programs: 0

Set Sail Celebrations: 3

### **Crew and Parenting Class Topics**

Crew Group Teaching: *Boundaries, DISC, Battlefield of the Mind, Let's Weigh Our Words, Unglued, how to have healthy relationships.*

Parenting Class: DISC, Love +Logic, Trauma Informed Care, Let's Weigh Our Words, teaching on finances from Thrivent associate Chris Perkins, Effective Parenting with Mark Stenson.

### **Staff Training and Development**

Staff Development/Training Meetings Attended: 14

Staff Retreat: 12 hours (Sarah W.)

Leadership Meetings Attended: 18  
Leadership Training: 9  
Ministry-Wide Leadership Training: 12 hours  
Resident Review Meetings Attended: 28  
Direct Care Shifts Worked: 4  
Trainings Led or Assisted: Trauma Informed Care, Boundaries, Manipulation, Love + Logic, TBRI: Trust Based Relational Intervention.

### **Outreach/Community Service/Volunteer Work**

I haven't done much within the community just yet, but I am hoping that the more I learn the more prepared I will be to share what I have learned with the community. I am currently learning how to walk through Steps of Freedom in Christ and Sozo training (inner healing). I think it would be great to open these services to the members of the community.

### **Professional Development**

28 hours with BCs site-wide  
10 check ins with Alanna, 2 with Erin Knorr  
2 hours with Sarah Walker  
1 Meeting with Cindy  
8 hours virtual ACE/TIC training

I am so excited to see how the Lord stretches me in this ministry. I am grateful for this role and the opportunities I get to take part in. He has guided my steps here and I am all in to see what happens next.

Faithfully submitted,

Joslyn Noel - Biblical Counselor

### **Events Report**

***Lael Lemire, Site Director***

Events for 2022 were limited this year. Though we initially intended to host our first ever golf tournament in summer of 2022, scheduling issues caused us to postpone the event until summer of 2023. We held Celebration of Hope on October 15<sup>th</sup> at a new venue, and were thrilled that despite a lower turnout than we expected, we actually saw higher profit overall than previous years. Lastly, we held a very small Christmas Cheer Open House in early December, and while we had a slow but steady stream of people the first half of the evening, the second half was slow. We plan to make some changes to next year's event as a result.

### **Intercessory Prayer Team Report**

***Joyce Rocco, Lead Intercessor***

Hope Harbor has continued throughout the year praying faithfully each week on Wednesdays. Thankfully, we were able to meet in person the majority of the year, only canceling a few times onsite due to illness. Dorothy Ruppert stepped down as lead intercessor in fall of 2022 and Joyce Rocco took over for her at that time. In addition, we

had two new members to our weekly prayer team, though as still looking for more individuals interested in joining. We continue to seek God's direction and guidance for all aspects of Hope Harbor in Winona.

### **Outreach Report**

***Lael Lemire, Site Director***

Much of our outreach in the early part of 2022 was geared toward promoting Hope Harbor to hire staff and promote events. We remained connected with churches, groups, and organizations about speaking or about outreach services including classes, presentations, etc. I met with a total of five churches in person in 2022 to share or update the congregation about the work and ministry of Hope Harbor. In addition, I taught a six-week course on social media safety to youth at Pleasant Valley Church in fall of 2022. Hope Harbor also partnered with the Zero Abuse Project to do an evening course for parents, teachers, etc. called Navigating the Digital Playground to better equip adults working with youth on the unique challenges facing children and teens today.

### **Public Relations/Publicity Report**

***Lael Lemire, Site Director***

The use of video, print and email resources were vital in 2022 to share the message of Hope Harbor. Videos developed in partnership with our Marketing and Communications Manager Audra were an effective tool to help donors, families and more get an inside look into the daily workings of the program here in Winona through "Hope Harbor: A Virtual Tour". Social media campaigns kept our events, services and needs in the forefront of our online community. Email campaigns were useful to share updates. A print newsletter was mailed out twice in 2022, as well as our year end giving campaign in November. Leighton Broadcasting in Winona ran several PSA's free of charge at the end of the year advertising the community education event as well as Celebration of Hope.

### **Conference/Training/Networking Report**

***Lael Lemire, Site Director***

A residual effect of the pandemic is the offering of just about everything virtually, which opened much opportunity for training and conferences. A few notable trainings for 2022 include Effective Leadership, Keeping Faith Intro Course, Global Leadership Summit, Emergency Procedures, Maltreatment of Minors Reporting, Trauma Informed Parenting, Parenting With Love and Logic, and a site-wide leadership retreat and site specific staff retreats. We also continued implementing Harbor Way internal values and Harbor Master Awards, a way for staff to recognize one another for exceptional work through a nomination and monthly award. This shifted mid-way through the year to become more site specific instead of a site-wide recognition.

### **Facility Report**

***Lael Lemire, Site Director***

We continue to enjoy a home and yard in a safe residential neighborhood that provides a wonderful, home environment for our residents to heal. Maintenance inside our home this year included gardening and some landscaping, paint and supplies for painting, edging, floor finishing in the lower level, new bedding for resident bedrooms, new pillows and throw blankets for living spaces. There were also several visits from a plumber to address ongoing plumbing issues, and an electrician to fix an issue with the main breaker.

Maintenance outside this year included auto repairs and snow plowing, and general lawn care.

**Finance Report**  
**Budget vs. Actuals: 2022 Winona Budget**  
**January - December 2022**

	Actual	Budget	Remaining	Total % of Budget
Income				
4001 Contributions-Churches	10,177.22	15,000.00	4,822.78	67.85 %
4002 Contributions-Fundraising Events	39,058.50	50,000.00	10,941.50	78.12 %
4003 Contributions-Grants	21,500.00	35,000.00	13,500.00	61.43 %
4004 Contributions-In-Kind	1,752.54	5,000.00	3,247.46	35.05 %
4005 Contributions-Monthly	34,708.00	40,000.00	5,292.00	86.77 %
4006 Contributions-Occasional	87,293.50	125,000.00	37,706.50	69.83 %
4101 Tuition	27,967.00	90,000.00	62,033.00	31.07 %
4103 Application Fee	600.00		-600.00	
<b>Total Income</b>	<b>\$223,056.76</b>	<b>\$360,000.00</b>	<b>\$136,943.24</b>	<b>61.96 %</b>
GROSS PROFIT	<b>\$223,056.76</b>	<b>\$360,000.00</b>	<b>\$136,943.24</b>	<b>61.96 %</b>
<b>Expenses</b>				
Employee Benefit Allowance	17,025.81	18,000.00	974.19	94.59 %
General and Administrative	2,599.16	5,000.00	2,400.84	51.98 %
House Occupancy Expense	30,066.03	26,000.00	4,066.03	115.64 %
Maintenance	1,950.53	3,000.00	1,049.47	65.02 %
Ministry Development	5,292.75	8,000.00	2,707.25	66.16 %
Outside Fees	2,211.85	1,000	-1,211.85	221.19%
Payroll Expenses	282,887.38	290,000.00	7,112.62	97.55 %
Programs	2,890.67	5,000.00	2,109.33	57.81 %
Travel	1,017.95	2,000.00	982.05	50.90 %
<b>Total Expenses</b>	<b>\$347,156.19</b>	<b>\$360,000.00</b>	<b>\$12,843.81</b>	<b>96.43 %</b>
NET OPERATING INCOME	-\$	\$0.00	\$124,099.96	0.00%
	<b>124,099.96</b>			
NET INCOME	-\$	\$0.00	\$124,099.96	0.00%
	<b>124,099.96</b>			

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