

Avivo is HERE.

We work to end **HOMELESSNESS**. We provide **EDUCATION** and training. We support **RECOVERY** and mental health. We prepare people for **EMPLOYMENT** and success.

AVIVO ANNUAL REPORT 2020



2020 ANNUAL LETTER

Message from Kelly Matter, President & CEO

"Avivo is HERE" embodies how Avivo stood strong and innovated in a year overwhelmed by a global pandemic and chaos surrounding the murder of George Floyd. These circumstances increased isolation and unemployment, triggered addiction and mental health concerns, and gave face to homelessness. Avivo was HERE, standing strong beside community members who needed help the most.

As an essential service provider, we were able to support nearly 13,000 Avivo participants last year and mitigate the spread of COVID-19:

- We pivoted to telehealth services and reimagined site-based mental health supports to be offered in the community.
- We were one of the few providers to continue to provide much-needed, in-person and COVID-19 aware treatment services.
- We advanced online and hybrid teaching environments for the Avivo Institute of Career & Technical Education.
- Our employment counselors served participants remotely. They even helped connect families to food and groceries and provided coaches to support families with school children who were distance learning.

We saw an alarming increase in people experiencing unsheltered homelessness. At one point, nearly 1,600 individuals were experiencing homelessness and living in encampments and other places not meant for human habitation. With the support of amazing partners, Avivo innovated by moving entire homeless encampments into hotels to connect people to paths to permanent housing. Avivo Village, the first-ever indoor village of 100 personal tiny homes, also began construction and received its first 16 residents before the end of the year. All of this was made possible by the hard work of housed and unhoused community members and advocates; city, county, and state partners and funders; social service partners; and the generosity of corporations, foundations, individuals, and philanthropic groups.

Avivo remained fiscally strong thanks to our leadership teams and the generosity of funders and donors! We were able to purchase three apartment buildings we leased previously to preserve 50 apartment homes as transitional recovery housing and affordable apartments. We secured bonding support to start planning for capital improvements and expansion. Our innovative and responsible use of unique COVID-19 funding helped us transform service delivery and continue to progress on our strategic plan.

We remain so grateful for your collaboration and support. Because of you, Avivo is HERE.

With gratitude,

Kelly Matter President & CEO

Kelly Matter



Cover Art:

The Avivo mural was created in the summer of 2020 by participants in Avivo's community support program. Photography of the mural was provided by Max Haynes.

2020 AT A GLANCE

Avivo is HERE.

- **We work to end HOMELESSNESS.**
- **E** We provide **EDUCATION** and training.
- R We support RECOVERY and mental health.
- We prepare people for EMPLOYMENT and success.

- NEARLY 13,000 PEOPLE SERVED
- 99% OF PARTICIPANTS LIVE AT OR BELOW 100% OF THE FEDERAL POVERTY GUIDELINE (\$26,500 FOR FAMILY OF FOUR)
- 65% OF AVIVO PARTICIPANTS ARE BLACK, INDIGENOUS, AND PEOPLE OF COLOR
- 885 PEOPLE SERVED TO MOVE FROM HOMELESSNESS TO HOUSING
- NEARLY 4,000 INDIVIDUALS
 ADVANCED RECOVERY
 THROUGH TREATMENT AND
 MENTAL HEALTH SERVICES

- 1,377 PEOPLE FOUND EMPLOYMENT
 OR ENTERED CAREERS
- NEARLY 1,000 INDIVIDUALS MOVED
 OFF WELFARE INTO EMPLOYMENT
- 8 OUT OF 10 INDIVIDUALS
 RETAINED THEIR EMPLOYMENT
 AT LEAST SIX MONTHS
- \$3,750,626 RAISED IN CHARITABLE GIVING AND UNITED WAY

We work to end Homelessness.

We believe every human being deserves housing.

We have a "do whatever it takes" mindset that helps us connect people experiencing homelessness with permanent supportive housing. Avivo's street outreach team propelled the launch of our Hotel to Home Program to evacuate entire encampments to safety from riots due to George Floyd's murder and the open spread of COVID-19. Our housing teams supported 885 people on their paths from homelessness to permanent housing. Due to the pandemic, our community developed a new approach to sheltering individuals. Avivo was chosen to build and operate the first indoor tiny homes shelter of 100 tiny homes called Avivo Village. It will provide a COVID-19 aware and safe, personal place for 250-300 residents a year to receive wraparound services and take their next steps to permanent housing.

CASEY & RHONDA'S STORY

"They practically answered my prayers," shared Rhonda. "I thought I'd just be homeless forever."



In May 2020, Casey and Rhonda were sharing a tent in a Minneapolis encampment when tensions heightened after the murder of George Floyd. They were among 70 people Avivo evacuated to enter Avivo's new Hotel to Home Program. Avivo's housing case managers helped them find permanent housing in less than a week. Since then, Casey has been able to find occasional employment and hopes to advance his skills to find regular employment. "They practically answered my prayers," shared Rhonda. "I thought I'd just be homeless forever."



885 PEOPLE SERVED TO MOVE FROM HOMELESSNESS TO HOUSING



3 BUILDINGS PURCHASED TO PRESERVE 50 APARTMENTS FOR FAMILY TRANSITIONAL RECOVERY HOUSING



FIRST 16 PEOPLE OF 100 MOVED INTO AVIVO VILLAGE, INDOOR TINY HOMES SHELTER

We provide Education and training.

Our approach to education helps advance family stability, well-being, financial management, and employment for economic mobility.

Avivo Institute of Career & Technical Education implemented virtual learning with an online education platform. We purchased Chromebooks and hotspots for a student lending library to help eliminate barriers to education. Hybrid learning with in-person and online training started in August, and we welcomed 10 students per class to training rooms retrofitted with plexiglass shields and larger monitors and other COVID-19 safe procedures in place. We introduced virtual employer visits by Business Partner Council members to ensure students have access to Avivo's unique connections to the workplace.

PAMELA'S STORY

"It's not the perfect path journey but the journey to the perfect path."



Pamela fled Cameroon and was granted asylum in the United States. On her own and with her infant son, the Center for Victims of Torture referred her to Avivo for training and a path to support her family. She enrolled in Avivo's IT Training Program and EMPath program. She is receiving long-term mentoring to help her reach goals for economic independence. She is nearing graduation with her A+ Certification to enter a career in IT. "I hope to be able to look back and smile," shares Pamela. "It's not the perfect path journey but the journey to the perfect path."



LAUNCHED HYBRID ONLINE / IN-PERSON LEARNING MODEL



RECEIVED 81 LAPTOPS FOR THE STUDENT LENDING LIBRARY

We support Recovery and mental health.

Avivo serves individuals who face the greatest challenges to recovery and offers one of the only residential treatment programs for moms where children ages infant to 17 can live with them while in treatment.

When other services shut down due to the pandemic, Avivo was one of the few which remained for in-person treatment. We quickly employed COVID-19 mitigation protocols and implemented telehealth and virtual care for our mental health services. We were the first to open our community support programming for individuals with severe and persistent mental illness, pivoting from in-person activities to delivering programming safely within the community. Avivo received financial support and optimal financing to purchase three apartment buildings we previously rented in order to preserve 50 units for affordable, transitional recovery housing.

TAWNY'S STORY

"At Avivo you have family housing, [treatment] and childcare. I want to create a life I enjoy living, and for my kids to be able to trust me and know that I am here to stay."



By the time she was a teenager and decided to move in with her boyfriend, Tawny had experienced numerous traumatic events. It was also the first time she tried drugs. That started years of relapses, living on the streets, and jail time. She was in the workhouse when she connected with Avivo and pregnant with her youngest of four. "At Avivo you have family housing, [treatment] and child care," shared Tawny. "Avivo helped me get my kids back. I want to create a life I enjoy living, and for my kids to be able to trust me and know that I am here to stay." Tawny graduated and is living in an apartment with her children. She hopes to enter training and find the right job for her family.



NEARLY 4,000 INDIVIDUALS ADVANCED RECOVERY
THROUGH TREATMENT AND MENTAL HEALTH SERVICES



14 BABIES BORN DRUG-FREE TO MOTHERS IN OUR RESIDENTIAL TREATMENT PROGRAM



THE FAMILY RESIDENTIAL PROGRAM FACILITY WAS REMODELED AND UPDATED

We prepare people for Employment and success.

Avivo is the largest workforce development organization in Minnesota.

Avivo participants were among the population hardest hit by the tragedies of 2020; 99 percent of all people Avivo serves live at or below 100 percent of the Federal Poverty Guideline (\$26,500 for a family of four). Avivo's employment counselors developed new virtual tools to continue to enroll participants and help them advance their employment goals. Staff went above and beyond to meet participants' extensive and increased basic needs. Counselors helped find groceries and responded to other personal essentials. Avivo provided family coaches to help low-income families support their school-age children's virtual learning at home.



BREONA'S STORY

"There's always something better... that's what has been keeping me going. That hope right there led me on this path."

Breona was a high school honor student earning college credits when she became pregnant with her first child. She was kicked out of the house, and suddenly, life got complicated. Breona reached out to Avivo to help find financial and housing stability. She was matched with a youth employment counselor who helped her earn her GED and take steps toward becoming a Certified Nursing Assistant (CNA). During the pandemic, Avivo helped her look for employment and start work on becoming a Licensed Practical Nurse (LPN). "Avivo's done a lot for me. They just go above and beyond," shares Breona. "There's always something better... That's what has been keeping me going. That hope right there led me on this path."



1,377 PEOPLE SECURED **EMPLOYMENT OR ENTERED CAREERS**

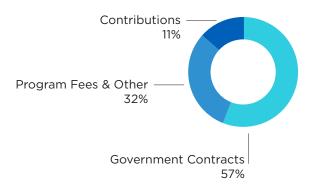


NEARLY 1,000 MOVED OFF WELFARE INTO WORK



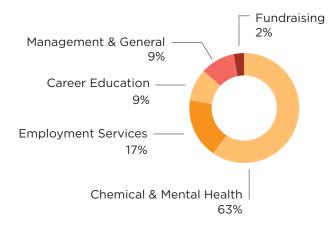
8 OUT OF 10 RETAINED THEIR JOBS FOR AT LEAST 6 MONTHS

Financials STATEMENT OF ACTIVITIES (AUDITED) FOR THE 12 MONTHS ENDED DECEMBER 31, 2020



Support & Revenue

Government Contracts	\$ 20,489,849
Program Fees & Other	\$ 11,582,792
Contributions (including United Way)	\$ 3,750,626
Total	\$ 35,823,267



Expenses

Chemical & Mental Health	\$ 19,879,814
Employment Services	\$ 5,216,849
Career Education	\$ 2,946,759
Management & General	\$ 2,828,373
Fundraising	\$ 478,942
Total	\$ 31,305,737
Change in Net Assets*	\$ 4,472,530

* 2020 was a year like no other. Our teams and our clients showed resilience, compassion, dedication, and flexibility amidst challenges and opportunity.

Increased need in our community was met with increased commitment, including \$3.2 million from the U.S. Department of Treasury Coronavirus Relief Fund. This funding created two new programs: Hotel to Home Program (\$1,500,000) and Avivo Village (\$2,600,000). Both are innovative initiatives to address the burgeoning unsheltered homelessness crisis in the Twin Cities. Avivo Village is in part a capital project, with 100 "tiny homes" being built inside a warehouse. The project began in 2020 with completion expected by April 2021. Shelter operations will reach capacity by mid-2021; and the shelter will remain open for two to six years. This revenue was all recognized in 2020; however, the costs of the building and project have been capitalized and therefore not expensed in 2020. In addition to the above revenue growth, Avivo's balance sheet was substantially impacted by the capital addition of Avivo Village, as well as the purchase of three transitional recovery housing buildings in the fourth quarter of 2020. Avivo was fortunate to secure Naturally Occurring Affordable Housing (NOAH) funds and optimal financing by partnering with the Greater Minnesota Housing Fund. Avivo also received a \$3.2 million Payroll Protection Program Ioan from the U.S. Small Business Administration in April of 2020 to maintain our program operations. This loan significantly increased the cash assets in 2020.

AVIVO AND SUBSIDIARIES CONSOLIDATED STATEMENTS OF FINANCIAL POSITION **DECEMBER 31, 2020 AND 2019**

Assets	2020	2019
CURRENT ASSETS		
Cash and Cash Equivalents	\$6,756,559	1,313,525
Accounts Receivable (Less Allowance for Doubtful Accounts of \$166,960 in 2020 and \$151,589 in 2019)	\$4,199,555	2,985,868
Pledges Receivable	\$166,744	503,000
Prepaid Expenses	\$928,196	483,793
Total Current Assets	\$12,051,054	5,286,186
OTHER ASSETS		
Charitable Remainder Unitrust	\$317,314	310,437
Unemployment Trust	\$73,191	251,983
Pledges Receivable Noncurrent	-	4,000
Right of Use Asset - Operating	\$4,297,453	1,700,481
Right of Use Asset - Finance	-	188,339
Property and Equipment, Net	\$13,434,583	5,613,756
Total Other Assets	\$18,122,541	8,068,996
Total Assets	\$30,173,595 ===================================	13,355,182
Liabilities and Net Assets		
CURRENT LIABILITIES		
Accounts Payable	\$433,293	361,468
Accrued Expense	\$3,114,031	1,579,441
Notes Payable - Current	\$360,491	255,697
Lease Liability - Current Operating	\$1,019,291	557,318
Lease Liability - Current Finance	_	70,778
Refundable Advances	\$64,716	65,461
Deferred Revenue	\$254,979	51,152
Total Current Liabilities	\$5,246,801	2,941,315
LONG-TERM LIABILITIES		
Notes Payable - Long Term	\$12,857,392	4,788,325
Lease Liability - Long-Term Operating	\$3,282,897	1,169,677
Lease Liability - Long-Term Finance	-	144,394
Asset Retirement Obligation	\$124,475	121,971
Total Long-Term Liabilities	\$16,264,764	6,224,367
Total Liabilities	\$21,511,565	9,165,682
NET ASSETS		
Without Donor Restrictions	\$6,360,317	3,280,740
With Donor Restrictions	\$2,301,713	908,760
Total Net Assets	\$8,662,030	4,189,500
Total Liabilities and Net Assets	\$30,173,595	13,355,182
		Avivo is HERE

Because of you, Avivo is HERE.

In 2020, Avivo donors, funders and partners responded with unparalleled generosity in desperate times. Thank you all for staying strong and believing that everyone deserves the chance to live well and work well.



THE JELINEKS

Mary and John Jelinek have been giving to Avivo and its related recovery programs for more than 20 years. Their son struggled with addiction and received outside support to access treatment. He has been in recovery for 16 years. Mary and John have been giving back since 1985, helping others who struggle to achieve sobriety. They are also longtime supporters of their alma mater Saint Mary's University where they sponsor first generation college students to attend post-secondary education. Before John passed away in 2019, they attended the graduation of one of their sponsor students. As Mary has learned about Avivo's whole approach to care, she is impressed with how expansive Avivo's services are. "I really want to help people who struggle with homelessness and poverty. I like that at Avivo people have options to get help they need with housing and jobs."



INDIVIDUALS

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Nancy Somers Family Foundation •

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Mary Adair

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Avivo VP of External Relations Bruce Wenger, Avivo President & CEO Kelly Matter, Bud Flagstad and Paul Hanson, UHG representatives, Avivo Board Chairperson Jill Butler and Avivo CFO/COO Darcy Flinn

AVIVO WAS SELECTED AS ONE OF THREE BENEFICIARIES FOR THE 23RD ANNUAL UHG CHARITY GOLF EVENT IN SEPTEMBER. THANK YOU!



THRIVENT

Thrivent invested in Avivo's EMPath program that provides a mobility mentor for participants to secure jobs upon graduating from Avivo Institute of Career & Technical Education. "Your work has never been more important as many people are facing multiple challenges — global health pandemic, economic uncertainty and longstanding racial inequity. We look forward to working together to ensure our communities are thriving, just and equitable."

 Michael Dominowski, President of Thrivent Foundation and Thrivent Director of Community Affairs



PATRICK AND AIMEE BUTLER **FAMILY FOUNDATION**

The Patrick and Aimee Butler Family Foundation has been supporting organizations helping people struggling with addiction since 1951. Over the past eight years, the Foundation has made significant investments in Avivo's family residential treatment program. "We have seen how Avivo has adapted and shifted to meet changing and growing community needs during the pandemic. We need partners like Avivo to make our investments really matter. You bring safety, opportunity and growth to the communities the Foundation cares so deeply about."

> JoAnne Peters, Foundation Co-Director

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We are stronger, together.

Corporate philanthropy and sponsorships soared to higher levels of sustaining Avivo's mission.

Giving by corporations and businesses was unprecedented and helped Avivo remain strong for individuals and families. Corporate philanthropy increased by 200% over the prior year at more than \$654,000. Corporations provided sponsorships to Avivo's three signature fundraising events — Avivo Night of Champions, Mission + Mingle, and Achieving Dreams. They also responded with overwhelming generosity to our greater operating needs due to the pandemic. Together, we are stronger. We remain grateful for this overwhelming engagement and support!



Avivo Night of Champions was celebrated in-person just before the pandemic with nearly 250 guests. We heard compelling recovery stories including one from event speaker and former Minnesota Viking Robert Smith. Guests honored our Avivo Champions, enjoyed entertainment, silent auction and a fabulous dinner at the Minneapolis Renaissance Hotel, The Depot.



Event guests enjoy dinner in the beautiful Minneapolis Renaissance Hotel, The Depot.



Keynote speaker Robert Smith, Minnesota Vikings legendary running back (1993-2000)



Guests experienced entertainment by OutLoud!, an ensemble of the Twin Cities Gay Men's Chorus (TCGMC).

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Achieving Dreams is a one-hour, fundraising event for corporate leaders, business partners and community members who are passionate about helping individuals overcome barriers to stability and employment. Hosted and presented online, we honored Target Corporation as Avivo's Celebrated Community Leader and heard from Kiera Fernandez, Chief Diversity and Inclusion Officer and Vice President of Human Resources.

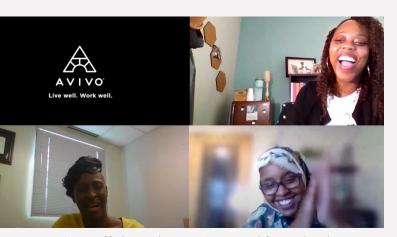


Avivo President & CEO Kelly Matter hosts a conversation with Kiera Fernandez, Target's Chief Diversity and Inclusion Officer and Vice President of Human Resources, on how businesses and non-profits partner together to build stronger, healthier and more equitable communities.



Jeanne Crain, President & CEO of Bremer Bank and Chair of the Achieving Dreams Steering Committee, welcomes online guests to tuning in to the event.





Avivo staff share about Avivo's workforce development program that's designed to increase diversity of mental health staff and provide culturally specific and responsive care for the community.

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Mission + Mingle

Mission + Mingle Monday was presented online — an entire fashion-focused event to raise funds to support women working on recovery and career advancement! Online guests enjoyed a fashion show from three Twin Cities boutiques, a demonstration of fun hair styles, and giving that makes the difference in the lives of Avivo women and their families.



Emcee Christopher Hermann and Avivo President & CEO Kelly Matter picking the winner of gift cards to Mission+Mingle boutiques.







Fun summer fashions shown by Jensen's in Anoka, MartinPatrick3 in Minneapolis, and Bumbershute in Edina.

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For more information on becoming a sponsor or on joining any of our event steering committees, please contact Bruce Wenger at bruce.wenger@avivomn.org or 612-752-8031. avivomn.org



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The following individuals, businesses and groups donated items and services on behalf of Avivo participants. Thank you!

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^{*} Denotes in-kind gift with reported value to Avivo exceeding \$5.000

Volunteer groups transform giving during a pandemic.

After in-person volunteering was put on hold in March because of the pandemic, volunteer groups later participated in select outside opportunities as well as in assembling and donating Avivo-themed Essentials Kits. Not even a pandemic could stop our volunteers!



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MEGA REMODEL AND CARDINAL

Amidst a pandemic, great things can still happen.

Volunteer build partners Mega Remodel and Cardinal gutted and remodeled an apartment for families in our transitional recovery housing. Building funds were provided by Housing First Minnesota Foundation and the Patrick and Aimee Butler Family Foundation.

Watch a video story of this amazing remodel at youtu.be/NJejf7b5k7Y



Avivo's mission is to increase well-being through recovery and career advancement while working to end homelessness.

Avivo envisions our communities free of health and economic inequities.

Founded in 1960, Avivo provides chemical and mental health services, housing and housing supports, career education, and employment services. We specialize in helping individuals and families who face personal or systemic barriers — poverty, homelessness, joblessness, chemical addiction or mental health concerns — achieve recovery and economic stability. Avivo serves individuals and their families who live in the Twin Cities and St. Cloud metro areas. We believe everyone deserves the chance to live well and work well. For more information, visit avivomn.org.



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