



Hartford Area Habitat for Humanity Board of Directors Meeting

Tuesday, April 2, 2019 5:30-7:30 PM

CT Nonprofit Center 75 Charter Oak Avenue Hartford

Building 1 Conference Room

- I. Meeting Called to Order by Mark Vasington, Board Chair 5:30-6:00pm**
 - a. Consent Agenda-Anne Hamilton, Secretary
 - i. Finance Dashboards from Mike DeRoy
 - ii. Consent Agenda and committee updates B. Augustin and B. Daigle
 - iii. 2019 Calendar and Upcoming Events

- II. Habitat Process from Land to Closing –K. Moody 6:00-6:30pm**

- III. Strategic Decisions for 2019 and Beyond-see packet future board topics 2019-2020**
 - a. Financing our Programs and Builds (Public, Corporate, Grants)
 - b. Strategic Approach to Land Acquisition, Rehabs and Repairs
 - c. Foreclosure Outlook and Fiduciary Responsibility
 - d. ReStore Trends

- IV. Executive Session 7:00-7:30pm**

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2019	Board of Directors Meetings	Finance and Executive Meetings	Development Meeting	Governance	Agenda/Comments
January	No Board Meeting				Beloved Community Concert-Sunday Jan20 /Day of Service January 21
February	Tuesday, Feb 5				
March		Tuesday, March 19	Friday, March 15	Tuesday, March 12	Habitat International Conference
April	Tuesday, April 2	Tuesday, April 16	Friday, April 19		Youth Advocacy Month
May		Tuesday, May 21	Friday, May 17	Tuesday, May 14	Committee Meetings & Budget Discussion/ Women Build
June	Tuesday, June 4	Tuesday, June 18	Friday, June 21		Budget Approval
July & August	No Board Meeting	Tuesday, July 16 Tuesday, August 20	No Meetings July & August	Tuesday, July 9 Tuesday, August 13	Golf Tournament August 26th
September	Tuesday, September 3	Tuesday, September 17	Friday, September 20		Main Street Dedication in late September
October & November		Tuesday, October 15 Tuesday, November 19	Friday, October 18 Friday, November 15	Tuesday, October 8 Tuesday, November 12	Tentative Global Village Build
December	Tuesday, December 4	Tuesday, December 17	Friday, December 13		Year in Review/Holiday Gathering

FINANCE DASHBOARDS

Minutes for Finance Committee February 19, 2019 8:00am at 75 Charter Oak Ave.

Attendees: Luke Ebersold, Mark Vasington, Bildade Augustin, Anne Hamilton, Matt Bjorkman, Crystal Floyd, Ryan Jason, Denise Harris, Karraine Moody, Mike DeRoy

~\$1,049,098 Cash balances remain strong with \$380,388 specifically reserved for construction hard cost and liquid cash of \$1,254,188.

~ There are two rehab homes closing Friday of this week (2/22/19). Two new homes (35 Armistice duplex in New Britain), and one recycle home are tentatively expected to close in March.

~Revenue, Departmental Expenses and Restore Operations in taken total are aligned closely with the budget. A more thorough review of how the remainder of the fiscal year's projects will occur in March with the start of the budget process. The Finance Committee April meeting will be to review the first draft of the budget.

~Main Street construction completion percentage was up to 37% at January 31 from 30% at December 31. Considering that there are six homes in the development that is significant progress.

~A mid-year review of the Main Street project shows that we are behind schedule calendar-wise due to the permitting process. Though the most expensive and less predictable site work is ahead, we are currently on budget with projected hard costs.

~We expect the Main Street home closings will take place in the fall of 2019. (The FYE 6/30/19 budget anticipated two of the six homes would close this fiscal year.

The meeting adjourned at 8:30 a.m.

Minutes for Finance Committee March 19, 2019 8:00am at 75 Charter Oak Ave.

Attendees: Mark Vasington, Bildade Augustin, Anne Hamilton, Matt Bjorkman, Karraine Moody, Mike DeRoy

~\$1,004,573 Cash balance with \$368,383 specifically reserved for construction hard costs and Cash Available for non-building operations of \$636,190. Down considerably from previous months due normal construction costs as well as Main St. Land purchase of \$147,000.

~ Since Main Street new home construction will not yield any closings in FYE 6/30/18, and all related Public Grant funds will be delayed (approximately \$400,000) there needs to be a close watch on our cash balances. The budgeted mortgage sales at 70% of value will be scheduled as soon as 153 Capen St (recycle) and 35 Armistice St (new construction New Britain duplex). Along with Capen and Armistice, the two rehab Taylor St new mortgages will be sold to CHFA. Going forward our budgeted mortgage sales will be added to the monthly dashboards, and timing/progress will be noted

~We are in the process of acquiring a new rehab property which is fewer than the three budgeted, but by 6/30/18 we will have acquired 4 or 5 lots for new construction which is more than budgeted.

~Revenue, Departmental Expenses and Restore Operations in taken total are aligned closely with the budget. A more thorough review of how the remainder of the fiscal year's projects will occur in March with the start of the budget process. The Finance Committee April meeting will be to review the first draft of the budget.

~Main Street construction completion percentage was up to 45 at February 28 up from 37% at January 31. Considering that there are six homes in the development that is significant progress.

The meeting adjourned at 8:30 a.m.

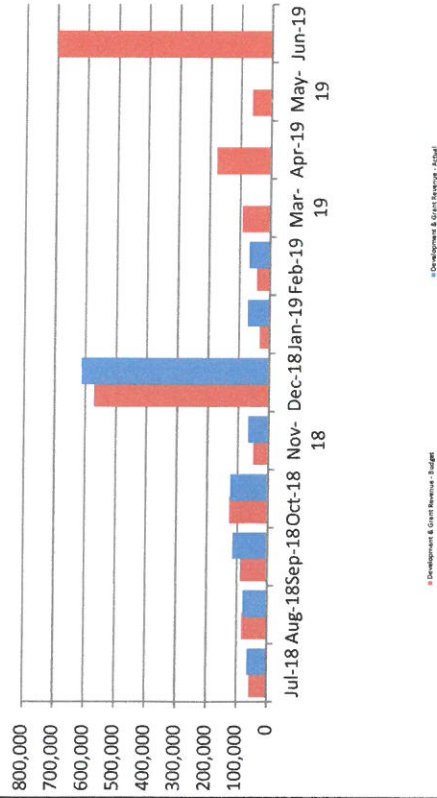
Account Purpose	Operating Accounts	02/28/19
Current revenue, expenses and payroll	Checking - Windsor Federal & Sweep Acct.	101,033
Collection of Mortgage payments	Checking - United Bank	705,220
Mobile Credit Card Processing for Events	Checking - Key Bank	18,952
Shop Loan- immediate EFT to WFS upon receipt	Windsor Federal HUD/SHOP-0429	300
Miscellaneous	Checking - Webster	10,636
Current revenue, expenses and payroll and repayment to General Fund	ReStore Operating Cash	133,889
	970,030	Liquid Cash
	NMTC Accounts	
For Semi-Annual NMTC #1 Loan Servicing (self reserved)	POB #1 - US Bank - Closed	0
For Semi-Annual NMTC #2 Loan Servicing (self reserved)	POB #2 - US Bank - #152313868209	34,543
		1,004,573
		Temporarily Restricted Net Assets
		Cash Available for non-building Operations
		636,190 (\$125,000 to \$150,000 is approx. one month of operations)
Reserved for NMTC #1 Affiliate Expenses	US Bank - POB #1 - Joint Exp Acct - #9634	14,508
Reserved for NMTC #2 Affiliate Expenses	US Bank - POB #2 - Joint Expense - #8068	12,420
Required Collateral for ReStore Loan (LOAN BALANCE = \$337,368)	CD - Windsor Federal ReStore Collateral	265,750
	Total Cash & Cash Equivalents	1,297,251

Cash Available for non-building Operations:

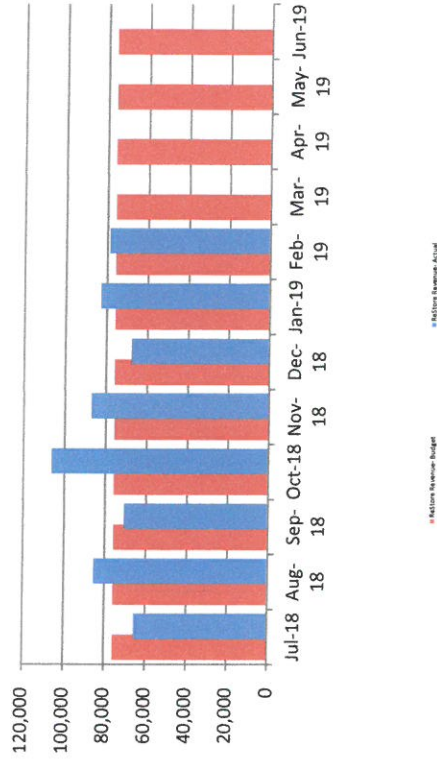
February 28, 2018	630,444
March 31, 2018	711,553
April 30, 2018	602,392
May 31, 2018	572,689
June 30, 2018	640,312
July 31, 2018	383,308
August 31, 2018	751,077
September 30, 2018	619,887
October 31, 2018	847,965
November 30, 2018	735,463
December 31, 2018	1,049,098
January 31, 2019	904,853

REVENUES AND EXPENDITURES

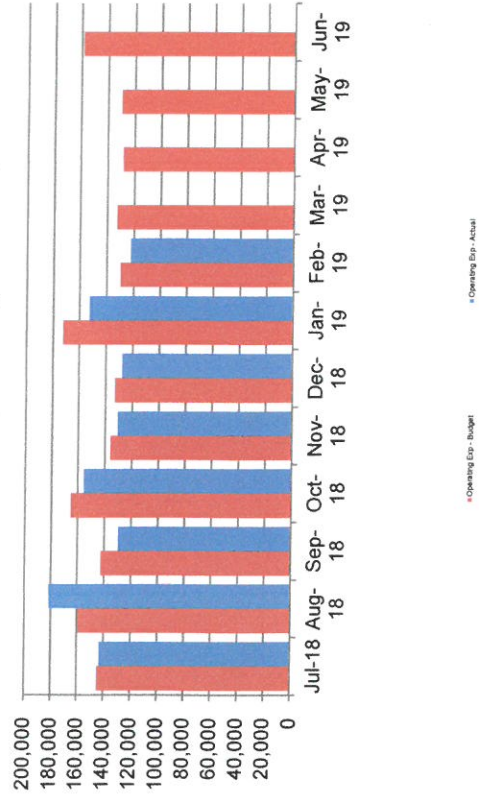
Development & Grant Revenue



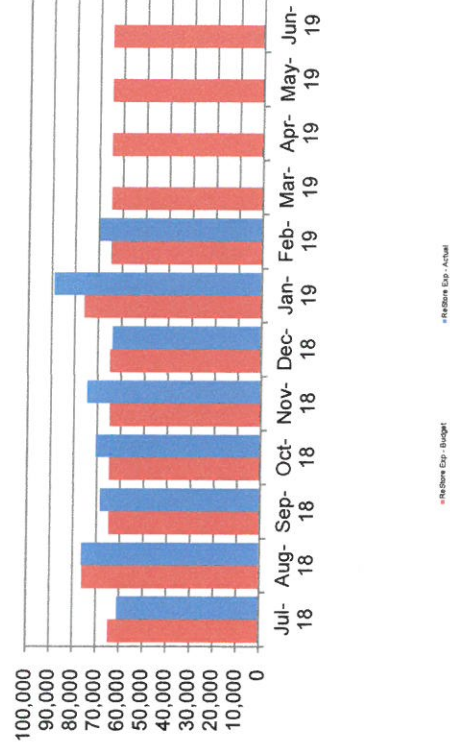
ReStore Revenue



Operating Expenditures (excl ReStore)



ReStore Expenditures



Finance Committee Report
Accrual Basis
Key Indicators for the fiscal Period 7/1/18 to 6/30/19

	YTD Actual	YTD Budget	YTD Variance	Total Budget
Development Income	\$ 1,200,308	\$ 1,046,661	\$ 153,647	\$ 1,520,000
Grant Income	\$ 34,830	\$ 100,000	\$ (65,170)	\$ 658,500
ReStore Income	\$ 644,334	606,913	\$ 37,421	\$ 910,368
CIP Expenditures	\$ 913,774	975,737	\$ 61,963	\$ 1,463,605
Operating Expenses	\$ 1,142,644	\$ 1,203,499	\$ 60,855	\$ 1,754,389
ReStore Operating Expenses	\$ 573,228	538,749	\$ (34,479)	\$ 797,918
New Homes Closed	0	2	-2	5
ReHab Homes Closed	2	2	0	3
Recycle Homes Closed	1	2	-1	3
Foreclosed/Taken Back	2	2	0	4
Rehabs Purchased	0	0	0	3
Lots Purchased/ Acquired	4	3	1	3

COMMITTEE MINUTES

Hartford Habitat Ex. Committee Meeting Agenda

January 23, 2019

1. Committees - Updates
 - a. Development Committee - Billie
 - b. Governance
 - c. Finance – Luke E.
 - d. Audit- Luke E
2. New/Existing Board Member Training, and Recruitment/Onboarding
 - a. Recap on Jan. 31 meeting
 - b. Recruitment/ Onboarding going forward
3. Review of Current Board Members and their participation/interests
4. Board Meetings
 - a. February Recap
 - b. April 2 Meeting topics
 - c. June 4 Meeting topics
5. Miscellaneous
 - a. Calendar topics to be addressed throughout the year – Karraine to help
 - b. Map of where projects on-going and planned for 2019 and beyond.
 - c. Advisory “Board”? Help keep key people engaged, e.g., former Board members or other key decision-makers/influencers.
 - d. Other
6. Executive Session

Meeting of the Board of Directors
Hartford Area Habitat for Humanity

February 5, 2019

Present: Augustin, Bjorkman, Brown, Cheeks, Daigle, Ebersold, Floyd, Hamilton, Harris, Rivera, Sugarman, Symonette, Vasington

Absent: Carabase, Dwivedi, Hernandez, Jason

Staff: Moody, Boyne, McKelvie, Thomas DeRoy and Hansley.

Mark called the meeting to order at 5:30

Karraine introduced the members of the staff.

New board members were introduced and welcomed.

A motion to approve the FY 2018 Audit was made by Eric, seconded by Billie, and unanimously approved.

A motion to substitute new board officers on official Habitat documents was made by Ben, seconded by Denise, and unanimously approved.

Mark outlined his vision and expectations for the coming year and urged all members to pitch in and feel accountable for the progress and success of the organization.

Finance highlights: Our cash position is the strongest it has been in months; our monthly expenses are \$125,000-\$150,000 and we are well situated, and on budget, except for some grants, which have been slow to arrive. Karraine plans to sell several mortgages to CHFA (we receive 70% of the face amount) and noted that we are able to buy them back.

In a breakout session, board members signed up for committees and future events, including three board build days: April 6, June 1, and September 7.

A motion was made to go into Executive Session at 7:05.

The meeting adjourned at 7:10.

Respectfully submitted,

Anne M. Hamilton

Secretary

**Hartford Area Habitat for Humanity
Development Committee**

2/15/19 Meeting Minutes

Present: Crystal Ford, Ann Hamilton, David Symonette, and Billie Augustin

Overview:

Top goal for the board this year is to maximize board giving by assessing our areas of opportunity and leveraging it to increase our commitments.

Generating List of Names and/or Businesses from Board Members

Committee in agreement to solicit either 2 names and 1 business OR 3 names per board member to generate a potential 'ask list'.

Once the initial list is generated, this will be reviewed by the committee along with Karraine to solicit her input as to whether anyone/business named on the list is currently being engaged by Habitat.

Once the list has been reviewed and vetted, and Karraine and her development team provide feedback, the Development Committee members will split up the list and reach out to board members who provided those names to determine level of relationship with the individual or business and how they would like Karraine to conduct engagement with those individuals.

Maximizing Corporate & Other Matching Programs/Activities to Increase Return on Build Participation

We discussed the corporate giving opportunities and structures for those of us that were present and what giving opportunities existed. David and Crystal shared the structures in place respective to Fairview Capital and UHC, and Billie shared the structure with respect to Travelers. All 3 companies match committed giving up to \$500, and UHC and Travelers both gift at least up to \$500 for hours contributed to volunteer. For 30 hours of volunteering UHC will issue a check of \$500, Travelers will do the same for 40 hours, and will issue another check for \$500 for a subsequent 40 hours. UHC makes this available for a 1x gift per annum. Travelers extends this opportunity on a rolling basis.

An interest has been expressed in finding creative ways to honor Habitat's current pay-for-play structure but also maximize our giving strategy by potentially encouraging employees who participate in a build to commit to either participating in the matched giving program and/or also logging volunteer hours that translate to dollars for those employers where such an option exists. Developing a structure/model for this may help board members to champion increased giving within their corporations via these means. This idea is especially being explored for companies that have non-solicitation policies and do not engage in pay-for-play but have active match programs that can be leveraged.

The committee agrees that this idea/thinking is something that will require fleshing out. To know what our potential is, the committee has agreed that we will engage the board in providing us a better understanding of their company/organization's employee giving/matching programs. We will collect this information and organize the information once reviewed to determine best next steps for a potential system/structure to maximize this giving activity.

Financial Freedom Center

During our meeting we discussed the value, benefit, and potential of the Financial Freedom Center. There is interest in determining how to leverage support for the center not only by way of dollars but also volunteering time/hours to offer classes/coaching.

Next Steps:

1. An email will be issued to the board requesting their assistance providing the list of names and business as well as a short understanding of whether their employer has a giving program and its structure, to be submitted by Wednesday March 20th, 2019.
2. Billie will sit down with Karraine to gather more details on our pay-for-play model to see what opportunities lie for smaller/private companies that can be leveraged as well as how we can potentially increase pay-for-play opportunities for corporations that have non-solicitation policies in-office.
3. Once we have the board list, our next meeting will aid us in digging into what our potential capacity looks like and to explore possible models/ideas that can help us goal-set for board-engaged giving

**Hartford Area Habitat for Humanity
Development Committee**

3/15/19 Meeting Notes

Present: Crystal Ford, Mark Vasington, Abhist Dwivedi, Karraine Moody, David Symonette, Billie Augustin

Quick Review of 2/15/19 Minutes – Address Any Questions/Clarifications

Quick review of notes from 2/15/19 meeting. Billie noted missing note regarding mention of also addressing giving opportunities for Habitat's Saints. Billie agreed to update the note to reflect this as it was brought up by Ann at the last meeting.

Update on Follow Up Conversation with Karraine

Billie shared conversation had with Karraine in follow up regarding details on the pay-to-play program and considering what our fiscal dates for operation were to better align our targets and efforts in conjunction with our fiscal dates per the bi-laws.

Karraine also shared additional details and history on our different forms of giving among the aging population.

Estate Giving:

-increase in last 5 years; most in estate planned gifts received in 2015 & 2016 years

Mandatory Distribution Gifts:

- we received \$15k in 2017 & \$10k in 2018
- we've received 6 to 7 figure gifts from living members in times past
- this avenue is an area of opportunity for us as an organization

Among 40-45 Saints who have given they average per person between \$250-\$500 annually.

Review of Names/Business Submissions from Board Members & Distribution of Follow Up Labor

Following outreach to the board for 2 names and 1 business or 3 names as we develop cultivating our 'ask list' we received responses to date from a total of 10 out of 17 board members. 2 of the 10 have responded with responses to confirm details for their contributed names, the remainder have provided no replies.

The full list is to be distributed to the Development Committee for review via email.

Sample Structure/Model of Utilizing the Volunteer Match & Earnings Opportunity

We further reviewed corporate giving models either match programs or dollars for volunteer hours models.

Karraine provided insight on United Way's list of corporations that have matching programs. There is opportunity there, especially as those corporations partner for activities such as Build-a-thon or for Build Days as a whole. Karraine's team is utilizing the list in order to better target engagement.

There was robust discussion on how we can creatively use these models as a way to honor the pay-for-play concept for organizations/corporations that may not officially sponsor but have employee champions willing to lead a build day in order to grow awareness and engagement with Habitat.

There is thinking around attaching the pay-to-play concept in tailored manor for Habitat's other programs such as "Brush with Kindness" and Playhouse Builds. Using these smaller dollar activities and attaching dollars for hours program as a concept to increase activity of these programs.

There was discussion on Board sponsoring other activities. Example was given of a Charity Volleyball Game as a way to fundraise towards a build date or as an alternate activity to raise funds at smaller scale.

Lastly conversation and consideration given to leveraging technology & social media platforms in order to focus giving efforts. Using birthdays and other events as means by which to maximize individual giving efforts.

Wrap Up & Next Steps

Billie will send out the compiled list of names contributed by board to development committee for review.

Billie will also follow up with board members who have not issued their names and follow up.

An initial draft of giving models that can be adapted for the purpose of maximizing board-lead giving to also be distributed for the purpose of review and potential adaptation by the board

HABITAT PROCESS FROM LAND TO CLOSING

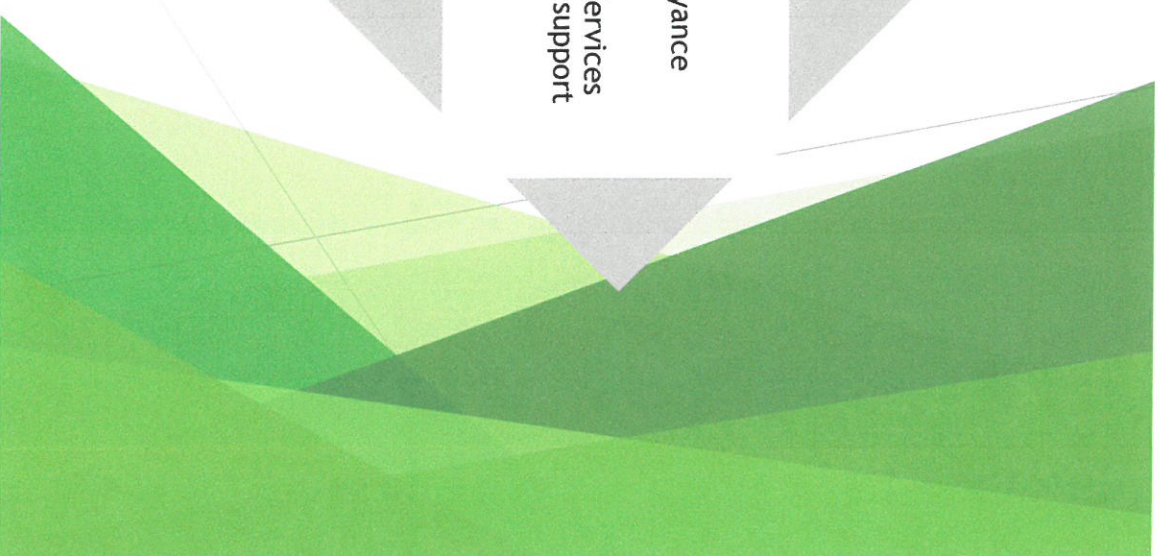
HABITAT HOUSING SOLUTION PROCESS

Land & Property
Acquisition
Permit and Build
scheduled

Family
Recruitment
Public Relations

Development
&
Sponsorship

Conveyance
Family Services
provides support



LAND ACQUISITION

We acquire land and properties through the following paths:

- Municipalities
- Bank
- Businesses
- Private individuals

What are we looking for:

- Opportunity to build in scale 3 or more properties
- Rehab houses that are adjacent to other Habitat properties ie Vine Street Rehab/Capen New Construction
- Outside of cities: looking for zones with strong market appraisals (Bristol, South Glastonbury, Bloomfield)
- Opportunity to provide multi-tier housing solutions (new construction, rehabs and repairs)

- **OVERALL GOAL: TO SERVE MORE FAMILIES THROUGH HOMEOWNERSHIP AND MEET STRATEGIC PLAN FOR 2021**

Family Selection

- Applicant Information Meetings (AIM)
- Opportunity to educate the public on Habitat mission
- Explains the basics of the homeownership program
- Recruit families that meet the financial threshold as well as the credit requirements
- Balance the PR aspects of the mission while maintaining homeowners' integrity (Not a Hand Out but a Hand Up)

GOAL: TO SELECT FAMILIES THAT ARE WILLING TO PARTNER WITH HABITAT AND HAVE THE CAPACITY TO BE SUCCESSFUL HOMEOWNERS!

Development & Sponsorship

- New Sponsorship model and what triggered the change
- Total development ranges from 180-220K (includes construction cost, construction/family services overhead)
- Sponsorship dollars 100K per house
- Appraisal ranges from 130-200K
- Affiliate loses money on every unit-aka we are non-profit
- Who are our sponsors? Corporate, Individuals, Civic, Government---emerging foundations. Besides HFPG foundations don't fund construction.
- **GOAL: TO MAINTAIN PRESENCE IN HARTFORD AS WELL AS OTHER TOWNS WITHIN HARTFORD COUNTY**

Complete Build, Conveyance and Support

- Dedication, Certificate of Occupancy, Closings happens like every other developer
- Difference for Habitat is that we hold the mortgage
- Family Services is the gatekeeper for support, mortgage payments and all other questions during entire term of mortgage.

Strategic Decisions for 2019 and Beyond

Strategic Approach to
Land Acquisition,
Rehabs and Repairs

Multi-family rehabs
June 2019

Foreclosure and Fiduciary
Responsibility

Pros and Cons:
Foreclosure
September 2019

ReStore

Tolland County
April 2020