

Hartford Area Habitat for Humanity Board of Directors

Tuesday, December 3, 2019 5:30-7:30 PM
75 Charter Oak Avenue Hartford, CT 06106

- I. Meeting Called to Order-Mark Vasington, Chair**
- II. Development Strategy for 2020-2025 Staff Presentation 5:40-6:00pm**
- III. Board Development and Initiatives for 2020**
 - a. Bildade Augustin- Chair-Development Committee 6:00-6:30pm
 - b. Call to Action-Mark Vasington
- IV. Opportunities for Affiliate Growth Presentation 6:30-7:00pm**
 - a. Workgroup (Mark, Eric, Ben and Karraine)
 - b. Presentation of findings
 - c. Board Discussion on Presentation
- V. Consent Agenda 7:00-7:30**
 - a. Board Votes on New Board Member
 - b. Governance Update
 - c. Events for December 2019
 - d. Board Calendar for 2020
- VI: Executive Session**

DEVELOPMENT STRATEGY

Through Partnership... ...We Empower

DRAFT

1976

Founded in GA,
Global Housing

1989

Hartford Area Habitat
Founded

2006

100th House
Built

2008

Swift Village Completed;
First Community Build

2014

ReStore
Opened

2019

30th
Anniversary

Did You Know?

- Habitat has built 231 homes with 13 more in 2017
- Over 4,000 volunteers are hosted annually
- \$8 million+ has been added to the Greater Hartford Region's tax base
- 82% of our homeowners' children graduate from high school

Strengthening Communities Through Homeownership!



Habitat Volunteers



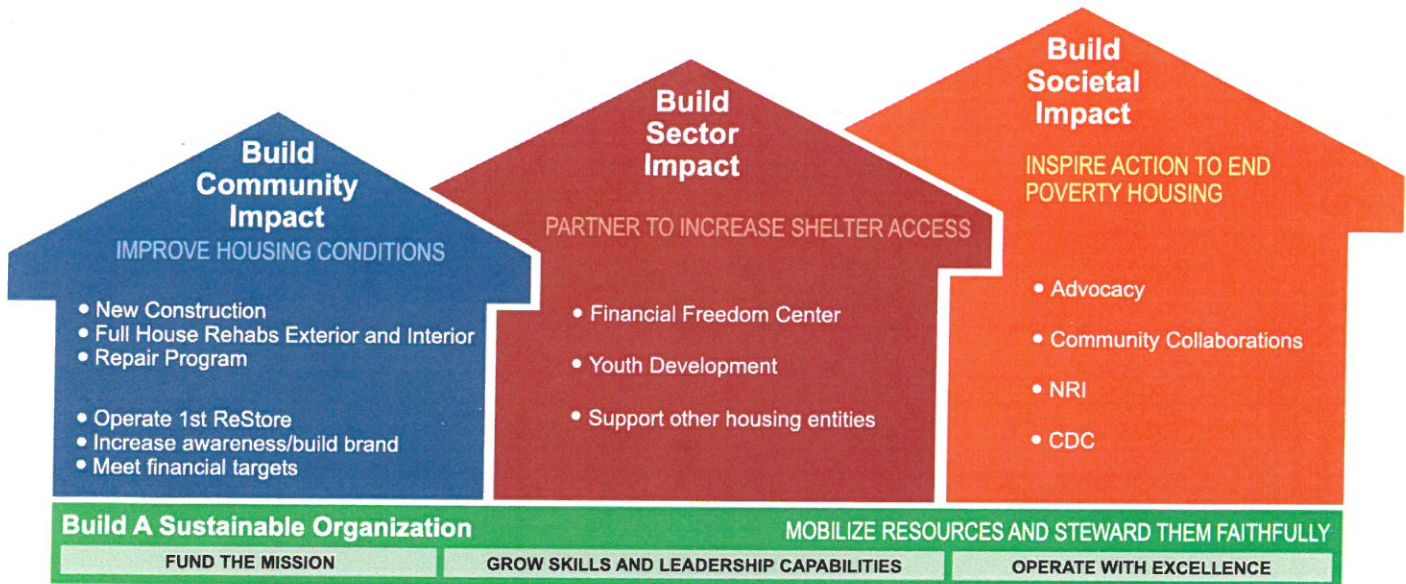
A Brush with Kindness



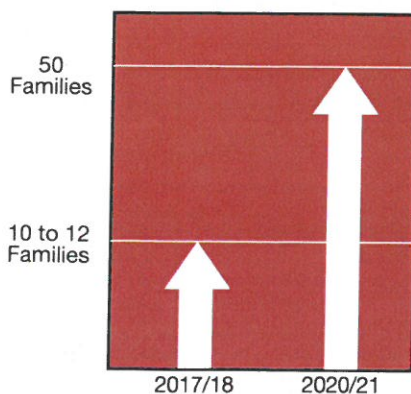
150 hours of sweat equity =
homeowners!



ReStore Home Improvement
and Donation Center



SUPPORTING EVEN MORE FAMILIES!



New Construction
Rehabs
Repair Projects
Financial Freedom Center
Restore Special Needs Initiative
\$10,000/family



Hartford Area Habitat for Humanity

Development Strategy

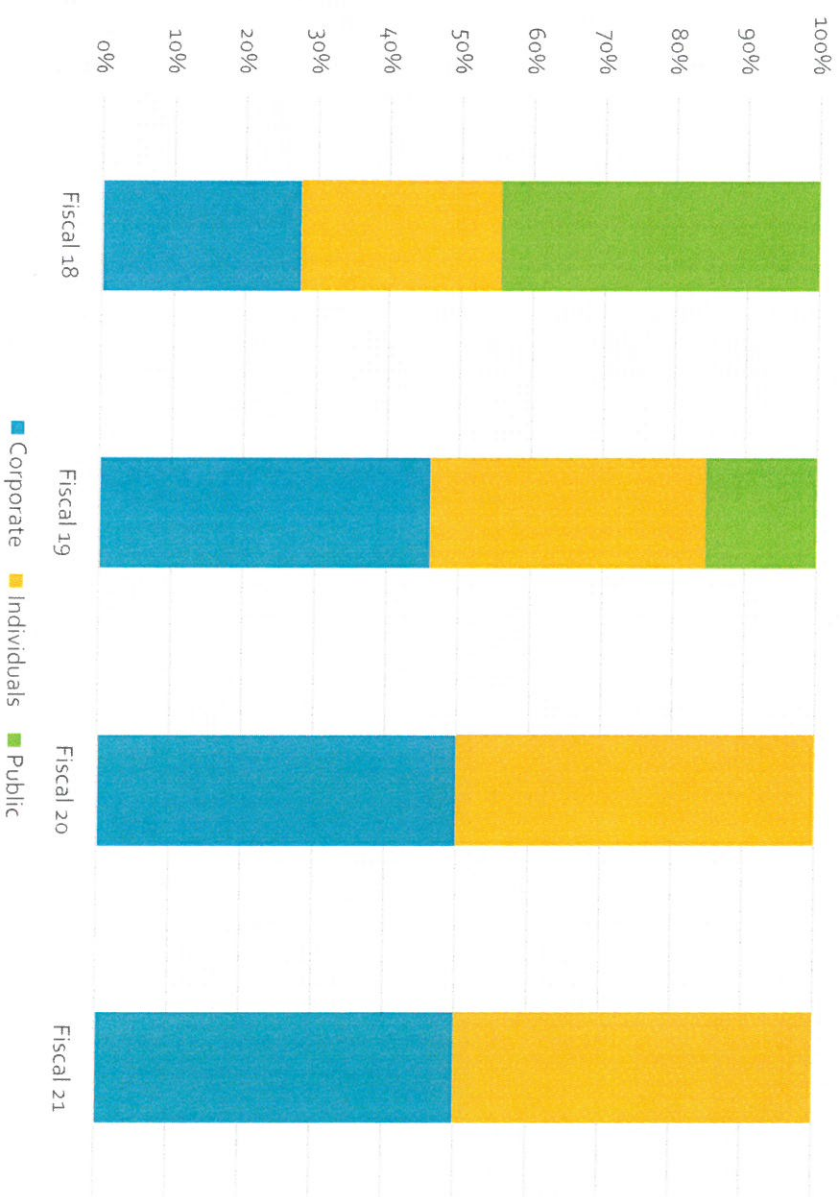
2020-2025

Opening Remarks

Karraine Moody

- 50 families per year
- Sustainable revenue growth year over year
- Team effort to create a culture of philanthropy/expectation for all of our stakeholders.

Revenue Outcomes and Goals



Volunteer & Donor Engagement

Ryan Gorecki

- Consistent, committed and superb service
- Management of data systems (Hub and Neon)
- Youth and Young professionals
- Touches every single donor and volunteer in some capacity

Individual & Faith Engagement

Rose Vigdal

- Women Build
- Faith Relations
- Cultivation of Friends, Donors and Investors

Corporate Engagement

Christina D'Amato

- Corporate Build Days
- Build A Thon
- Play House Build

Other supporting roles in Development

- Grant Coordinator
- Marketing Coordinator

Strategic Direction

Karraine Moody

- Increasing the number of House sponsors
- Securing sponsorship that does not restrict our income screening for applicants.
- Raising the visibility and reputation of the organization.
- Stewarding relationships with Corporate representatives placed on our Board of Directors.

Questions

BOARD DEVELOPMENT STRATEGY



Engaging the Public in 2020


Board Sponsored Happy Hour/Networking

- ▶ April - Bobby V's in Windsor Locks (Abhist & Crystal)
- ▶ May-Margarita's in East Hartford (Bili)
- ▶ September-Maggie McFlys (TBD) / Salute in Hartford(David)
- ▶ December 1-Real Art Ways-Hartford (Board)



Become an Ambassador through introduction and referral

- ▶ Reference list of corporate sponsors and individual donors
- ▶ Do you have a connection with any of these investors?
- ▶ Staff will make the ask...just introduce us
- ▶ Invite them to the social gatherings or a Habitat event



The Call to Action

➡ What will you bring to the table in 2020?



**Hartford Area Habitat for Humanity
Development Committee**

November 15th, 2019 Meeting Agenda

- **Review Draft Email Regarding 'Ask for Help' for 2020 Year Development Committee Plans**
- **Happy Hour Hosting – Planning Session – Updates**
 - Key Dates/Times of Year Next Year
 - February (Valentine's Week)
 - Women's Build (May)
 - August (End of Summer)
 - November (Giving Tuesday Week)
 - December (pre-Christmas/extension to Board Holiday Gathering)
- **Thinking Ahead: Schedule Planning Dinner**

**Hartford Area Habitat for Humanity
Development Committee**

October 18th, 2019 Meeting Agenda

In Attendance: Karrairie Moody, Mark Vasington, Billie Augustin

- **Habitat's Block Party – Bring A Friend Push – update**
Discussed no reply by board to emails issued regarding development
Discussed strategy to relay back to the larger board the importance of responding/replying to emails to help/support planning at events/activities.
Karrairie reported out that hand written notes were sent out to all those listed from the board w/thank you cards & invitations to upcoming Habitat events
- **Happy Hour Hosting – Planning Session**
Billie proposed a strategy for hosting board sponsored Happy Hour events as low/no pressure method to both fundraise and engage current and interested partners in becoming involved with Habitat. We reviewed how the events work and how fund are raised. Typically businesses will a lot a date/day with a time frame to promote a non-profit organization, and commit a certain percentage of earnings during that time-frame to the highlighted organization. Abhist originally proposed this idea, and upon further consideration, Billie, Karrairie, and Mark further explored locations, and pros & cons for this event. It was noted that the worst case scenario is that the organization raises some funds and best case scenario is through these events we forge relationships with new strategic partners/decision makers, community members that can help enhance our avenues of fundraising and organizational support.

Below are the list of locations discussed:

Maggie McFly's – if selected, could host the event in Glastonbury & Manchester on same day
California Pizza Kitchen

We discussed the method by which Board members could lead/be engaged:

Hosting 1hr; introducing a location for the happy hour

Also discussed were post-event enticements to keep interested individuals engaged.

Enticements:

3 public build days (if a company cancels) perhaps inviting those that show interest to 1 of the builds

Next year 1 week each quarter is a potential opportunity for the public builds; this may require further thought as the calendar for 2020 is already quite full

There was also discussion of hosting the first event as test event Week of November 17th (Bobby V's), however per suggestion by Mark, unanimous agreement to plan this out thoughtfully and for the 2020 year with promotion on Habitat's social media platforms and in e-publications.

- **Thinking Ahead: Review of Development Committee Goals – Schedule Planning Dinner**
Billie briefly discussed the intention to have the committee secure a planning dinner date to establish the development's strategic plan for 2020 and beyond, however not enough committee members present to proceed. This line item to be included for the November meeting.

**Hartford Area Habitat for Humanity
Development Committee**

November 15th, 2019 Meeting Notes

In Attendance: Crystal Foster, Billie Augustin, Mark Vasington, Karraine Moody, Abhist Dwivedi, David Symonette

- **Review Draft Email Regarding 'Ask for Help' for 2020 Year Development Committee Plans**
Copy of a draft email forwarded to the group for review in anticipation of release to the wider board addressing our current efforts and support needs.

Unanimous agreement to proceed with draft as provided.

Mark provided heads up regarding the upcoming 12/3 Board Meeting and plans around the goals to be tackled for the 2020 year with focus on supporting development. The hope is to be able to at the meeting hit a reset button on development and board commitment and support.

- **Happy Hour Hosting – Planning Session – Updates**

Key Dates/Times of Year Next Year:

- February (Valentine's Week)
- Women's Build (May)
- August/September (End of Summer)
- November (Giving Tuesday Week)
- December (pre-Christmas/extension to Board Holiday Gathering)

Billie reviewed proposed plan to proceed with the Board Happy Hour events for the 2020 year.

The above dates/times of year were reviewed and discussed for intent and general effectiveness. Members of the committee volunteered to captain different dates as follows:

Billie & Abhist – February (Maggie McFly's) ; Billie – May (Margaritas) ; Crystal – August/September (Bobby V's); David – November (Downtown – Salute/Max); December – Development Committee (Real Art Ways)

Abhist confirmed that for the locations with which he has engaged/has relationships, typically earnings are 15% of what comes in during the allotted time slot. Which dependent upon foot-traffic can be a significant contribution.

Billie re-emphasized the goal of these events are multi-purpose - raises funds, continues to cement community presence, and opens doors for new relationships both with individuals and with businesses (i.e. – restaurants, etc.).

- **Thinking Ahead: Schedule Planning Dinner**

Billie discussed purpose of the Planning Dinner to be to establish a clear strategic plan with financial goals for board-focused fundraising and targeted relationship building. Dinner is scheduled for January 8th, 2020 at 5:30PM – location to be determined.

OPPORTUNITIES FOR AFFILIATE GROWTH AND EXPANSION



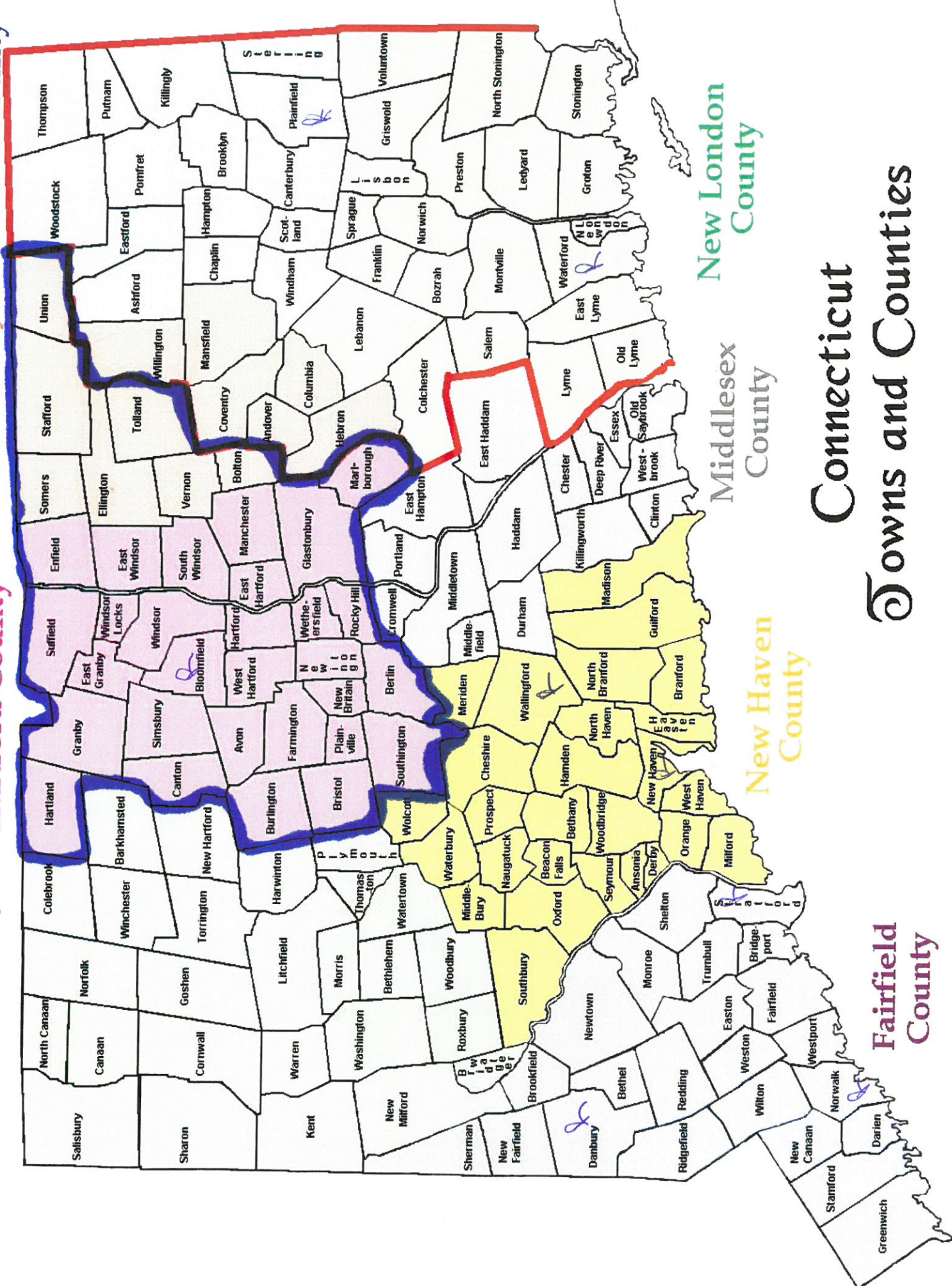
GROWTH OPPORTUNITIES

HABITAT FOR HUMANITY
2020

1. Opportunities to Expand our Reach

- Adopt and extend into Tolland County (adding Vernon, Tolland, Bolton, Ellington, Somers, Stafford and Union)
- Area provides an increase of individual and corporate investors
- Currently does not have a Habitat presence. Previously had a volunteer only chapter in late 1990s.
- Does not increase our association fee to Habitat International at this time. Habitat International is currently yielding over 100K in direct mail solicitation.

Litchfield County
Hartford County
Tolland County
Windham County



Connecticut
Towns and Counties

Fairfield
County

Town Profiles

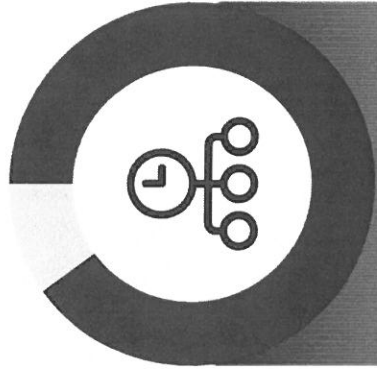
Town	Number of families we served		Housing solutions	Repair opportunities		Funding source	Corporate Base	Civic/youth		Subsidized units	
	Homes built/rehab	Other programs (Repairs, FFC)	% Cost burdened renters	Demolitions	Homes built pre-1950	HH Median Income	Industries	% Disengaged youth	% Poverty Rate	Veterans	
Bolton	0	0	30.5	0	14.7	\$101,667	129	M:8.7	F:8.5 3.6	333	26
Ellington	0	0									
Somers	0	0	42.3	6	13.9	\$82,507	355	M:0	F:4.5 1.9	1,053	363
Stafford	0	0	54.7	0	19.2	\$101,897	262	M:7	F:0 3.8	695	181
Tolland	0	0	50.5	3	38.2	\$68,813	264	M:25.5	F:8.8 9.8	712	384
Union	0	0	61.3	0	7.1	\$112,740	358	M:4.4	F:0 2.3	941	177
Vernon	0	0	0	1	16.8	\$93,750	18	M:0	F:0 1.2	76	5
	6	0	48.8	13	16.6	\$60,648	750	M:22	F:1.9 8.5	1,913	2,293

2. Opportunity to Open 2nd ReStore

- Seeking second location in a high traffic-commerce area of Vernon, or Stafford.
- Extends the Bloomfield operations to serve as a hub and further develop the market for donations within Tolland County.
- Affiliate will establish second sub-office at the ReStore location. Primarily addressing repairs and potentially rehabs in this area based on town profiles
- Staff is on board and working towards a possible opening in 2023.
- This is a preliminary discussion and work group will follow up in early 2020 regarding ReStore.

DATA REGARDING 2nd RESTORES

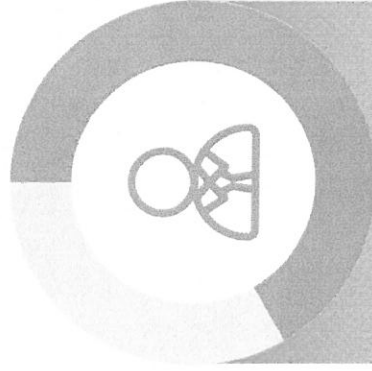
PRODUCT



Is there a market to support micro and macro donations?

33%

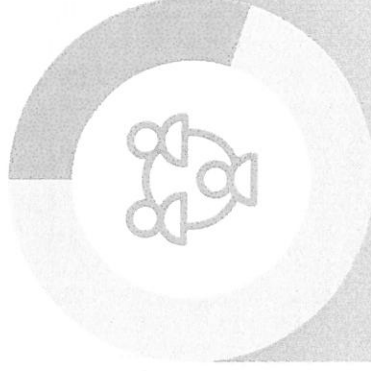
PEOPLE



Does the organization have the structure, talent and volunteer capacity to carry a 2nd store?

33%

PROCESS



How do we effectively introduce Habitat to the county and integrate our donation process to add a 2nd store

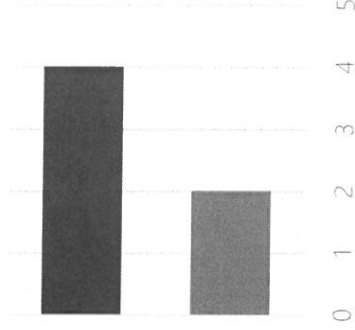
33%

80%

20%

Build on in Hartford

Build Outside of Hartford



In 2020, we are proposing a name change for the organization.

Proposed name change is Habitat for Humanity-Greater Hartford. To communicate one that we are Habitat for Humanity first and that are service area is larger than the City of Hartford.

CONSENT AGENDA

RESOLUTIONS

HARTFORD AREA HABITAT FOR HUMANITY, INC.

Certificate of Adoption of Corporate Resolution

I, Anne Hamilton, Secretary of Hartford Area Habitat for Humanity, Inc. ("Habitat") a Corporation duly organized and existing under the laws of the State of Connecticut, do hereby certify that at a meeting of the Board of Directors of Habitat, duly held on December 3, 2019, at which a quorum for the transaction of business was present and acting throughout, the following resolution was duly adopted, has not been amended or repealed and is still in full force and effect.

RESOLVED, that Hartford Area Habitat for Humanity will seek permission from Habitat for Humanity International to:

- Add the following towns to our service area; Bolton, Tolland, Stafford, Union, Somers, Ellington and Vernon. Please note that the affiliate has already served the town of Vernon with a six unit condominium association.
- Pursue guidance from Habitat for Humanity International to open and operate a second ReStore in one of the six towns; based on feedback from the HFHI ReStore support team.
- Secure guidance from Habitat for Humanity International on a possible name change from Hartford Area Habitat for Humanity to Habitat for Humanity of Greater Hartford.

IN WITNESS WHEREOF, I have hereunto set my hand this 3rd day of December, 2019

By: Anne Hamilton

Title: Secretary

RESOLUTIONS

HARTFORD AREA HABITAT FOR HUMANITY, INC.

Certificate of Adoption of Corporate Resolution

I, Anne Hamilton, Secretary of Hartford Area Habitat for Humanity, Inc. ("**Habitat**") a Corporation duly organized and existing under the laws of the State of Connecticut, do hereby certify that at a meeting of the Board of Directors of Habitat, duly held on December 3, 2019, at which a quorum for the transaction of business was present and acting throughout, the following resolution was duly adopted, has not been amended or repealed and is still in full force and effect.

RESOLVED, that Hartford Area Habitat for Humanity will seek permission from Habitat for Humanity International to:

- Add the following towns to our service area; Bolton, Tolland, Stafford, Union, Somers, Ellington and Vernon. Please note that the affiliate has already served the town of Vernon with a six unit condominium association.
- Pursue guidance from Habitat for Humanity International to open and operate a second ReStore in one of the six towns; based on feedback from the HFHI ReStore support team.

IN WITNESS WHEREOF, I have hereunto set my hand this 3rd day of December, 2019

By: Anne Hamilton

Title: Secretary

RESOLUTIONS

HARTFORD AREA HABITAT FOR HUMANITY, INC.

Certificate of Adoption of Corporate Resolution

I, Anne Hamilton, Secretary of Hartford Area Habitat for Humanity, Inc. ("**Habitat**") a Corporation duly organized and existing under the laws of the State of Connecticut, do hereby certify that at a meeting of the Board of Directors of Habitat, duly held on December 3, 2019, at which a quorum for the transaction of business was present and acting throughout, the following resolution was duly adopted, has not been amended or repealed and is still in full force and effect.

RESOLVED, that Hartford Area Habitat for Humanity will seek permission from Habitat for Humanity International to:

- Add the following towns to our service area; Bolton, Tolland, Stafford, Union, Somers, Ellington and Vernon. Please note that the affiliate has already served the town of Vernon with a six unit condominium association.

IN WITNESS WHEREOF, I have hereunto set my hand this 3rd day of December, 2019

By: Anne Hamilton

Title: Secretary

Minutes of the Meeting of the

Board of Directors

Of the Hartford Area

Habitat for Humanity

September 3, 2019

Present: Bjorkman, Brown, Checks, Daigle, Dwivedi, Floyd, Hamilton, Hernandez, Symonette, Vasington

Staff: Moody, DeRoy, Thomas,

A motion to accept the Consent Calendar was made by Doris and seconded by Matt. The motion was approved unanimously.

Attorney Jeffrey McChristian presented a thumbnail picture of the foreclosure process.

We get notice on the 17th of the month if there is a delay in receiving a mortgage payment, and we write the mortgagors if no payment has been received by the 30th, asking the homeowners to come in and talk. They are required to attend mandatory classes at the Financial Freedom Center, and/or we defer the payment of principal (only escrow payments for taxes and insurance are collected.) If the family fails to comply, we discuss whether to foreclose.

The monthly principal owed is usually between \$300-\$500; we want dollar amount when we refer to Jeff to be high enough to warrant the payment of his expenses. And we want to give the homeowner an opportunity to cure the default, so by the time Jeff gets the case, the deficit is usually between \$3,000-\$5000. (Some banks wait 12 months, some move faster; sometimes the bank doesn't want to take the property back.)

We evaluate all defaults every month -- although we can wait up to a year for responsible homeowners who have lost income through job loss or illness. Principal deferral is the soft approach. But for some families who put other expenditures above the home costs, we take a tougher approach. We want to keep the foreclosures to a minimum and keep the homeowners in their homes. We don't want a lengthy interaction with homeowners, being mindful of the ramifications of a foreclosure process. If we are aggressive, it's because we don't expect the mortgage will get back on track.

Default letter goes to borrowers, with 30 days to catch up. Many notices are sent: Consumer protection notice, emergency mortgage program notice, (though there is no money in the fund, and it won't service Habitat homeowners because it doesn't want to come after several liens)

To start a foreclosure, he drafts a Summons, which is sent to the marshal to serve. The return date is the date after which other actions can take place.

The cases given to Jeff go back two years- if mortgage is not the priority, there is a problem. Many of these cases are in households who are at the cusp of the required AMI. In many of the houses, we had received public money that required us to choose homeowners who are at 50% of AMI instead of 60% of AMI, and they were at risk from the beginning. We knew it would take a lot of discipline on their part to stay in their house, but they did not meet the challenge. (We can go to new level of income after five years.) We advise people not to take on any new debt for the first year: no new cars, no appliances, etc. We have a six-month post-purchase counseling system. Karraine is thinking of extending the closing dates to allow homeowners to live in their house for six months under a pre-closing occupancy agreement to see how they do before title passes. It allows relationship to remain tight.

Some affiliates hold mortgages and keep homeowner in house for a long time. We have a foreclosure rate under 5%.

We have two mortgages who have not paid in over 6 months and have not been sent to Jeff. Our homeowners earn too much money to qualify for public benefits; they do not qualify for free lunch or other entitlement programs. We send them monthly newsletters with tips on keeping house up. We are starting to inspect houses, grass cutting, but not house painting.

Board build this Saturday on Main Street; be there at 7:45.

Governance: Ben: Reported that the by-laws committee will receive a Doodle poll for a work session – the goal is to see whether the by laws reflect what we do and whether they set us up for progress in the future. We will meet at Steve's house. We have lost some giving power. But we want to acknowledge that there is a diversity in terms of giving potential on the board; there will be a phone call on October 8.

Golf tournament: 134 people registered, 132 played, and two foursomes were turned away. 108 was our max in prior years. We grossed about \$87,500, and Expenses will run about \$17,000, so we expect to net about \$70,000. We have raised \$1 million over the past 25 years in the tournament. Connecticut Wealth Management LLC, our title sponsor, donated \$10,000.

Finance: We are in a good cash position. Habitat International is coming to do an audit of the affiliate in October. It wants to reduce the number of affiliates in the country; there were about 1,400 several years ago, and there are now about 1,100. They want to get rid of those that are operating under par, while making sure that every county has an affiliate. Last year, small affiliates were audited: Willimantic, Waterbury, Middletown and Northwestern. Based on that: they were told they were not sustainable. This year, New Haven, Bridgeport, Eastern and Hartford are being audited and evaluated to see if they have capacity to expand. Tolland is only county not serviced. International will give us a grade, and suggestions of what we could do, ranging from expanding into Tolland County (Somers, Tolland, Vernon, Ellington, Hebron.) We; opening another ReStore. We need to decide how to proceed and will set up a task force, composed of Mark, Anne, Eric and David.

We are also looking for land to build on,

We need a qualified loan officer – (many do not have that.) Construction supervisors must have OSHA 10 or 30 certification, with a competent supervisor on site at all time.

Ben will send around a memo to gauge interest in Hartford Library's Non-Profit Boot Camp for Board Members.

FINANCE DASHBOARDS

Finance Committee Report
Accrual Basis
Key Indicators for the fiscal Period 7/1/19 to 6/30/20

	YTD Actual	YTD Budget	YTD Variance	Total Budget
Development Income	\$ 279,284.00	\$ 548,750.00	\$ (269,466.00)	\$ 1,605,000.00
Grant Income	\$ -	\$ 13,750.00	\$ (13,750.00)	\$ 165,000.00
ReStore Income	\$ 352,551.00	\$ 343,333.33	\$ 9,217.67	\$ 1,030,000.00
CIP Expenditures	\$ 496,721.00	\$ 425,000.00	\$ (71,721.00)	\$ 1,275,000.00
Operating Expenses	\$ 597,693.00	\$ 643,692.00	\$ 45,999.00	\$ 1,735,220.00
ReStore Operating Expenses	\$ 296,597.00	\$ 308,529.00	\$ 11,932.00	\$ 910,000.00
Mortgage Sales \$	\$ 247,856.00	\$ 203,000.00	\$ 44,856.00	\$ 812,000.00
New Homes Closed	0	1	-1	7
ReHab Homes Closed	0	1	-1	2
Recycle Homes Closed	0	1	-1	4
Mortgage Sales #	2	2	0	8
Foreclosed/Taken Back	2	2	0	5
Rehabs Purchased/ Donated	1	0	1	0
Lots Purchased/ Acquired	0	0	0	3

Account Purpose	Operating Accounts	10/31/19
Current revenue, expenses and payroll	Checking - Windsor Federal & Sweep Acct.	181,715
Collection of Mortgage payments	Checking - United Bank	451,818
Shop Loan- immediate EFT to WFS upon receipt	Windsor Federal HUD/SHOP-0429	300
Current revenue, expenses and payroll and repayment to General Fund	ReStore Operating Cash	100,441
		734,274 Liquid Cash
		(318,750) 3 months Construction Hard Costs Budget
		(433,805) 3 months General Operations Budget
		(18,281) Additional Cash Reserve
Required Collateral for ReStore Loan (LOAN BALANCE = \$299,488)	CD - Windsor Federal ReStore Collateral	265,732
	Total Cash & Cash Equivalents	1,000,006

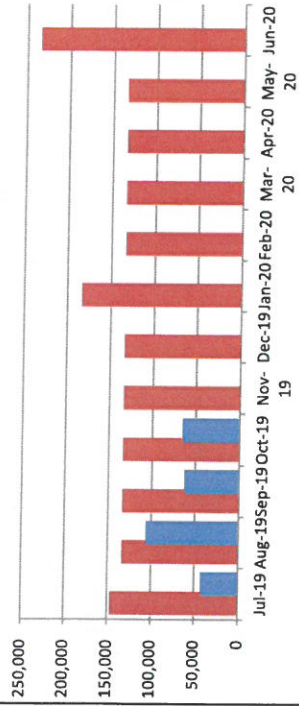
Additional Cash Reserve

September 30, 2019	358,787
August 31, 2019	492,913
July 31, 2019	131,807
June 30, 2019	351,952
May 31, 2019	437,648
April 30, 2019	547,687
March 31, 2019	141,151
February 28, 2019	244,018
January 31, 2019	532,686
December 31, 2018	708,995
November 30, 2018	262,657
October 31, 2018	405,065

HARTFORD HABITAT FOR HUMANITY - BOARD OF DIRECTORS DASHBOARD

REVENUES AND EXPENDITURES

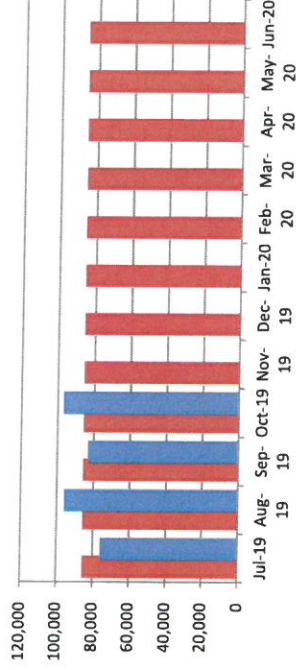
Development & Grant Revenue



Development & Grant Revenue - Actual

Development & Grant Revenue - Budget

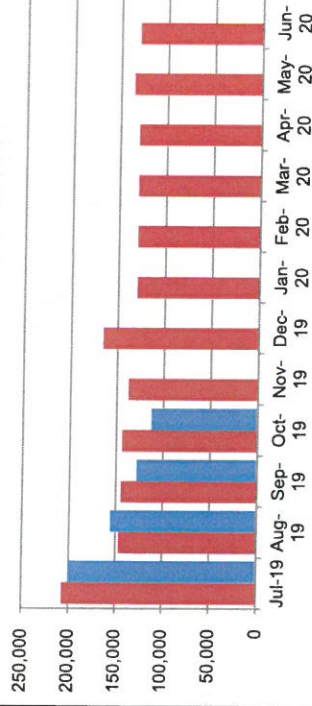
ReStore Revenue



ReStore Revenue - Actual

ReStore Revenue - Budget

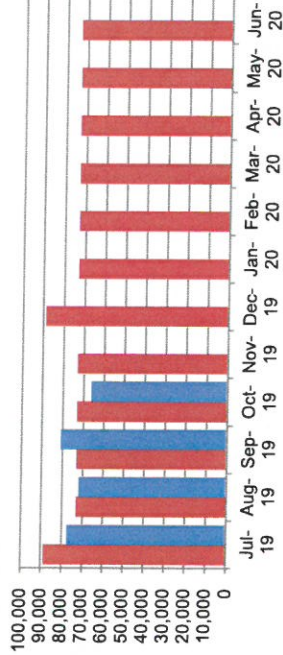
Operating Expenditures (excl ReStore)



Operating Expenditures - Actual

Operating Expenditures - Budget

ReStore Expenditures



ReStore Expenditures - Actual

ReStore Expenditures - Budget

Minutes for Finance Committee October 15, 2019 8:00am

Conference Call participants: Luke Ebersold, Bildade Augustin, Anne Hamilton, Crystal Floyd, Matt Bjorkman, Karraine Moody, Mike DeRoy

The Liquid Cash balance on September 30, 2019 was \$1,111,342 compared to \$1,146,618 on August 31. Changes in Generally Accepted Accounting Principles are redefining Temporarily Restricted Net Assets (in our case, these are funds reserved for Construction) to include only Donor Restrictions. Previously, we had been including Self Restricted Contributions as well. This change will cause the amount of Temporarily Restricted Net Assets to trend downward. For this reason, we are now measuring Cash against our budget construction expenditures and operating cost. The known values of these will give us a better measurement to compare our cash position month-by-month. This is not meant to infer that we only need a 3 months of cash reserve. It is meant to illustrate that if the Additional Cash Reserve figure begins to approach zero, we need to review what the upcoming sources of revenue are and the needs for cash are, then make decisions accordingly.

There were no significant changes from the previous month's Budget vs Actual reports. Fall appeal letters go out this month to drive Individual Donations through calendar year end. Construction Expenditures are over budget, but Main Street is still within its expected level of expenditures budgeted this fiscal year. Restore is meeting its budget goals.

A draft of the audited financial statements will be available and distributed by Friday 10/18. The Finance Committee will meet again on Friday 10/25 to review and recommend board approval if acceptable.

Development Revenue is low compared to budget at the two month mark, however the budget is simply the annual projected Revenue divided by 12 months. Karraine briefly reviewed the sponsor pledges that have been made.

Restore has started strong the first two months of the fiscal year- reaching the aggressive budget goal for Revenue at this point, while keeping expenses down.

The Key Indicator report now includes the mortgage sales in both # and dollars. We are budgeted to sell 8 mortgages this year. The foreclosure noted on this report was a deed in lieu that was in the works last fiscal year, but was legally recorded after July 1st. And though there are no rehab purchases budgeted this year, we did receive a donation of a home in Manchester

Minutes for Finance Committee October 25, 2019 8:00am

Whittlesey Advising: Ed Sullivan, Bryan Jambard

Hartford Habitat: Mark Vasington, Luke Ebersold, Bildade Augustin, Crystal Floyd, Matt Bjorkman, Jesse Carabase, Karraine Moody, Mike DeRoy

Ed Sullivan and Bryan Jambard gave an overview of audit procedures, presented the audited June 30, 2019 Financial Statements and discussed with the Committee the following items:

Generally Accepted Accounting Principal Changes for this year

-The Statement of Activities now reports the categories of With Donor Restrictions and Without Donor Restrictions

-The allocation method for functional expenses (Program Expenses, Admin. Expenses & Fundraising Expense breakdown) changed to be more representative of employee time and effort in each department.

-A Financial Statement footnote is required to address the affiliate's liquidity. See Note #5. Our balance of \$2,104,329 is not at all an issue of concern, and is relatively strong given our annual operating expenses

Significant Issues for this year

-Both NMTC investments wrapped up this year. See Note #6. The forgiveness of the related debt resulted in a positive change in Net Assets of \$723,156

-At the time of the audit we had completed new home appraisals for the Main Street homes and 153 Roosevelt Street. Since our total costs of land and home construction exceeded our sales value, we recognized \$448,232 of these construction expenses in the FYE 6/30/19. These homes were budgeted to sell in FYE 6/30/2020. Recognizing a portion of their construction expenditures in FYE 6/30/2019 will reduce our anticipated FYE 6/30/2020 book loss.

It is expected that IRS Form 990 will be available by November 1st and will be distributed to the Board of Directors along with the audited Financial Statements. Assuming Board approval, Form 990 will be filed by the November 15, 2019 filing deadline. (May 15, 2019 is the deadline if a filing extension is needed.)

The meeting adjourned at 9:00 a.m.

Minutes for Finance Committee November 19, 2019 8:00am

Mark Vasington, Bildade Augustin, Anne Hamilton, Karraine Moody, Mike DeRoy

Conference Call: Luke Ebersold Crystal Floyd, Matt Bjorkman

Cash Schedule, prior to the meeting Karraine provided the following info in an email with the October reports:

Cash Breakdown: *It shows -18K. Please note that this includes 3 months of construction and operating expenses. Cash is still great. We are expecting the following gifts in November and December...I'm not fretting 😊*

- Eversource 500K
- Travelers 85K
- IOREBTA/CT Housing Committee 50K
- Bank of America 35K
- Thrivent 36K
- Mortgage sales 241K
- Plus fall appeal

Totaling 947K

All major construction bills are in for Beach and Main Street.

We have about 20% remaining on Woodbridge.

We continue to build an inventory of mortgages to sell to CHFA, if needed.

It was further noted in the meeting that the hard construction costs are more flexible than usual the remainder of this fiscal year. The internal preparation of the budget and the presentation to the Finance Committee will be earlier than previous years. Also, there are inspection factors beyond our control that delay homeowner move-ins and sale closings. These delays create a gap between the outlay of construction costs and cash received from mortgage sales. For this reason, securing a line of credit from Windsor Federal is in the works.

Key Indicator Report:

- Construction Hard Costs are unfavorable compared to budget, but that reflects the high Percentage of Completions depicted on the Building/Funding Report ("Green Dashboard")
- Department Expenses including ReStore are favorable compared to budget
- ReStore Revenue is also favorable compared to budget

The meeting adjourned at 8:15 a.m.

GOVERNANCE COMMITTEE

**Hartford Area Habitat for Humanity Board of Directors
Governance Committee**

MEETING MINUTES - *DRAFT*****

Tuesday, October 8, 2019, 8:00-8:30 AM

Via Conference Call: 1-646-876-9923, Meeting ID: 860 791 0008

I. Greetings

Ben Daigle (Committee Chair) convened the meeting at 8:00 AM. Members greeted each other. Ben asked for any additions to the agenda; no additions were suggested.

Committee Members Present: Matthew Bjorkman, Sharon Cheeks, Ben Daigle, Anne Hamilton, Steven Hernández

Committee Members Absent: Emily Rivera

Others Present: Mark Vasington (Board President)

II. Review and Approval of Meeting Minutes – No meeting minutes required action.

III. Chair and Subcommittee Reports

a. 10/2/19 Bylaws Review Work Session

Matt, Steve, and Ben summarized the work session. Each person has follow-up steps, and revisions will be timely submitted for the Board's 12/3 meeting.

IV. Old Business

a. Board Engagement

Maintaining the confidentiality of individual responses, Ben summarized the results of the 2019 Stewardship Snapshot survey. Members discussed the results, and Mark noted that discussion of the results/subject will be on the agenda for the Board's 12/3 meeting.

V. New Business

a. Board Recruitment

Sharon, Anne, Mark, and Steve expressed interested in participating in the interview process. Ben will circulate dates.

VI. Next Steps, Upcoming Events & Announcements

a. Next Board Meeting: 12/3/19, 5:30-7:30 PM, Habitat Office

b. Committee Meetings (unless otherwise noted: 8-8:30 AM, via conference call):
11/12/19, 1/14/20.

VII. Adjournment

By consent, the meeting was adjourned at 8:39 AM.

Respectfully submitted by Ben Daigle

Approved on _____.

**Hartford Area Habitat for Humanity Board of Directors
Governance Committee**

MEETING AGENDA - *DRAFT*****

Tuesday, November 12, 2019, 8:00-8:30 AM

Via Conference Call: 1-646-876-9923, Meeting ID: 860 791 0008

I. Greetings

Ben (Committee Chair) convened the meeting at 8:00 AM. Members greeted each other.

Members Present: Matthew Bjorkman, Ben Daigle, Anne Hamilton, Steven Hernández

Members Absent: Sharon Cheeks, Emily Rivera

II. Review and Approval of Meeting Minutes

Ben noted that the 10/8/19 minutes would be reviewed at a future meeting.

III. Chair and Subcommittee Reports

- a. Chair: Members attending LGH/HFPG Nonprofit Trainings at HPL

Ben noted that multiple Board members have attended, or are slated to attend, free capacity-building trainings offered by Leadership Greater Hartford (through funding from the Hartford Foundation for Public Giving) at Hartford Public Library.

- b. Bylaws Review

Ben will follow up with Matt and Steve in preparation for the 12/3/19 Board meeting.

IV. Old Business

- a. Board Engagement

The Stewardship Snapshot survey results will be discussed at the 12/3/19 Board meeting.

- b. Board Recruitment

- i. **VOTE:** Committee endorsements

Mark, Anne, Steve, and Ben interviewed an applicant on 10/28/19. Anne, Steve, and Ben summarized their perspectives. Anne moved that the Committee endorse the applicant; Matt seconded the motion. Ben called for a voice vote and the motion passed unanimously without abstentions. Ben will report the results to the Board President and prepare the matter for a 12/3/19 Board vote.

V. New Business

- a. Board Orientation & Training

Steve remains interested in leading these Habitat-specific efforts (especially to complement other nonprofit board trainings members might attend).

VI. Next Steps, Upcoming Events & Announcements

- a. Board Meeting: 12/3/19, 5:30-7:30 PM, Habitat Office
b. Board/Staff Social: 12/17/19, 5:30-7:30, Pond House Café
c. Committee Meetings (unless otherwise noted: 8-8:30 AM, via conference call): 1/14/20.

VII. Adjournment

By consent, the meeting was adjourned at 8:21 AM.

Respectfully submitted by Ben Daigle

Approved on _____.

BOARD 2020 CALENDAR

HABITAT FOR HUMANITY

2020	Board of Directors Meetings	Finance and Executive Meetings	Development Meeting	Governance	Agenda/Comments
January	No Board Meeting	Jan 21st			Beloved Community-MLK BUILD
February	Tuesday, Feb 4	18-Feb			Strategic Plan/Development
March	Tuesday, March 3	17-Mar			Board Development
April & May	No Board Meeting	Tuesday, April 21			Youth Advocacy/Women Build Month
June	Tuesday, June 2	Tuesday, June 16			Budget Approval
July & August	No Board Meeting	Tuesday, July 9 Tuesday, August 13			Golf Tournament August 24
September	Tuesday, September 1	Tuesday, September 15			BAT
October	No Board Meeting	Tuesday, October 20			
November	Tuesday, November 10	Tuesday, November 17			
December	Tuesday, December 1	Tuesday, December 15, 2020			Year in Review/Holiday Gathering

LEARNINGS FROM THE PAST AND PRESENT

Trainers:

1. Government funding is declining
2. Every town has a "that house" that needs repairs
3. NR efforts are a funding priority
4. Corporations want to build where located funding sources
5. Funding for ABWK and Critical Home Repair is increasing
6. Rehab cost typically less than new construction
7. Funders want outcome impact data
8. Critical home repair/ABWK can diversify funding sources

CORE FOCUS

CORE PURPOSE

VISION:
Why do we exist?

A world where everyone has a decent place to live.

MISSION:
What do we do?

Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope.

MISSION PRINCIPLES:
How will we succeed?

- Focus and advocate for affordable housing
- Promote dignity and hope
- Support sustainable and transformational development

VALUES:
The Foundations on Which We Build: How do we behave?

1. A shared work ethic between partner families, volunteers and the Habitat team.
2. We value all partners of the Habitat community.
3. We are a hard working, diverse, inclusive and fun-loving team.
4. We believe in acceptance and understanding through respect of individuals and their needs.

3 YEAR TARGETS

Future Date:	06/30/2021
New Homes/Rehabs (80% in Hartford/ 20% outside) (min 5 new homes per year)	10
Critical Home Repairs	12
ABWK	20
Financial Freedom Center	20
Total Families Served	62
1 YEAR TARGETS	
Future Date:	06/30/2019
New Homes/Rehabs (80% in Hartford/ 20% outside) (min 5 new homes per year)	5 new / 3 rehabs
Total Families Housed	8
Critical Home Repairs	5
ABWK	15
Financial Freedom Center	15 (10 non Habitat families)
Total Families Served	33

Opportunities:

1. Marketing our mission better
2. Sea of housing stock that is sitting, as well as home owner occupied houses in need of repair.
3. The ability to develop new revenue streams
4. Comprehensive, coordinated and systemic responses are emerging as a best practice for better neighborhood outcomes.

Challenges/Threats:

1. Federal and state funding is declining
2. Environmental and policy changes will force us to build new homes to higher standards and increase costs.
3. Changes to federal tax law around giving
4. Fiscal problems at the state level.
5. Lack of fundraising support by local, state and national

3 YEAR PLAN

Outcome Priorities

Strategic Theme 1: Build Community Impact.

1. Increased and sustained affordable homeownership in prioritized neighborhoods, in alignment with the **Housing Program Guiding Principles**.

2. Increased financial literacy of Habitat families and others from prioritized neighborhoods.

3. Habitat families believe that Habitat has improved their quality of life.

Strategic Theme 2: Build Sector Impact.

1. All Habitat stakeholders are meaningfully engaged in support of Habitat's programs and activities.

Strategic Theme 3: Build Societal Impact.

1. Habitat homeowners are engaged in the civic life of their communities.
2. Habitat is represented in relevant housing coalitions, campaigns, and conversations.

Strategic Theme 4: Build a Sustainable Organization.

1. Affiliate activities are monitored to support continuous improvement.
2. A strong affiliate financial position is supported by sound financial management.
3. The affiliate's Resource Development Plan supports strategic priorities.
4. The ReStore effectively supports our mission.

Performance Measures

- # Homes completed (new, rehab)
- # 'Critical Home Repair' (CHR) projects completed.
- # 'A Brush with Kindness' (ABWK) projects (blocks) completed.
- # Individuals successfully completing 1+ elective FFC program.
- % Surveyed Habitat households reporting that Habitat has improved their quality of life.

The drafting, adoption, and execution of a **Marketing & Communications Plan** and a **Volunteer Engagement Plan**, each of which includes approaches, measures, and targets tailored to specific stakeholder groups.

- % Habitat households with 1+ active Habitat Ambassador.
- % Relevant housing coalitions, campaigns, and conversations (as determined by the Staff and Board) with Habitat representation.

Departments and activities meeting annual goals. The drafting, adoption, and execution of a **Board Governance Checklist**.

The meeting (or exceeding) of budgetary and other financial goals. The adherence to the **Habitat Financial Policies and Procedures Affiliate Operations Manual** and other governing documents.

The drafting, adoption, and execution of a **Resource Development Plan** that includes approaches, measures, and targets tailored to specific stakeholder groups.

Net income.
Net income margin.

STAFF ANNUAL ACTIONS

2018-2019 Annual Goals

1. Create outcomes and impact evaluation system and methodology for family outcomes.
2. Establish baseline Quality of Life and Housing surveys.
3. Develop stories of impact and affiliate case for support.
4. Create expanded marketing materials for Restore to gain customers and donations.
5. Create staff reward system, staff training and professional development plans for all employees.
6. Improve delinquencies and foreclosure rates.
7. Expand individual giving program. (Ind, planned giving, major gifts and flow of volunteers to donors)
8. Increase qualified and skilled volunteers.

Who

- Karraine: 3
- Tracy: 1,2
- Team: 7, 8
- Matt: 8,9
- Karraine: 4, 5
- Tracy: 6
- Rose: 8
- Kris: 4, 5

BOARD ANNUAL ACTIONS

2018-2019 Annual Goals

1. Develop and use an annual board governance checklist to ensure we consistently accomplish our duties as a governing body.
2. Formalize a recurring opportunity within board meetings to receive and review information (including financials, operational reports, metrics, etc.) to ensure the strategic plan is being executed effectively.
3. Formalize development plans and periodic check-ins for each board member, including their interests, goals and opportunities to strengthen their involvement within the affiliate.
4. Develop and execute a plan to strengthen the board's collective knowledge of topics important to the affiliate (covering such topics as finance, operations, neighborhood revitalization, and fund development).

Yr. 1: \$112k; Yr. 3: \$150k.
Yr. 1: 12%; Yr. 3: 13%.

100% of departments and activities
Drafting and adoption by Dec. 2018;
Execution starting by Jan. 2019.
100% adherence.

Drafting and adoption by Dec. 2018;
Execution starting by Jan. 2019.