

**HARTFORD AREA HABITAT FOR HUMANITY**

**BOARD OF DIRECTORS MEETING**

February 9, 2021, 5:30PM *Via Zoom*

- I. Welcome– **5:30-5:45PM**
  
- II. Operational Update from Leadership Team **5:45-6:30pm**
  - a. ReStore-Matt Boyne
  - b. Construction-Kris McKelvie
  - c. Family Services-Tracy Thomas
  - d. Development/Finance- Mike DeRoy
  - e. Other goals for 2021: Communication Plan, Expansion into Tolland
  - f. Questions-Discussion
  
- III. Consent Agenda (Anne Hamilton, Secretary) **6:30-6:35pm**
  - a. Board Nomination of Monica Blanco
  - b. Organization Signer Resolution
  
- IV. Board Working Group-Updates **6:35-7:00pm**
  - a. Development-Billie Augustin
  - b. Board Governance and Succession-Jennifer Guidry
  - c. Strategic Plan-Steven Hernandez
  - d. Board member recruitment from Tolland County
  - e. Questions- Discussion
  
- V. Breakout Rooms **7:00-7:15pm (if needed)**
  
- VI. Executive Session **7:15-7:30pm**

**Next Board Meeting is March 2, 2021 5:30pm**

# **CONSENT AGENDA**

Meeting of the Board of Directors of  
Hartford Area Habitat for Humanity

December 1, 2020

5:30 pm By Zoom

Present: Augustin, Below, Bates, Brown, Carabase, Cheeks, Daigle, Dwivedi, Floyd, Guidry, Hamilton, Hernandez, Vasington

Absent: Rivera, Symonette

Staff: Moody

Karraine talked about today's dedication of the rehab on Vineland Terrace, which was recorded on the Habitat Face Book page, and praised the resilience of the organization.

1. The minutes of the November 12 meeting of the board of director and the minutes of the November 17 Executive Committee meeting were accepted unanimously.
2. We will tell Middlesex that for time being we are going to concentrate on expanding into some towns in Tolland County rather than discuss a merger. We are always willing to be partners, but we have enough on our plate right now.
3. Election of new board officers is usually held in December, and we usually install a new slate in January, but the selection process has traditionally been informal. The EC would put together a slate, after looking for new candidates if there was a vacancy. The board has been collaborative and there hasn't been a great competition for officer positions. But since some members are going off the board in 2021, we thought we should keep the remaining officers, with the exception that Mark is leaving, and keep the current slate until he leaves. The consensus was that we need to formalize the election process before next year.
4. **Ben made a motion, seconded by Billie, to nominate the following as members of the Executive Committee for a term beginning January 1, 2021: President, Mark Vasington; Vice President, Billie Augustin; Treasurer, Crystal Floyd; Secretary, Anne Hamilton. The motion carried unanimously.**
5. Billie said board thank you's would begin next week. People who do not respond to the phone call will get a thank you note.
6. The board split up into groups to discuss the Strategic Plan, the Succession Plan and Development.
7. **Sharon moved and Crystal seconded a motion to adjourn the meeting. The motion carried unanimously.**

Respectfully submitted,

Anne M. Hamilton  
Secretary

MINUTES OF THE MEETING  
OF THE EXECUTIVE COMMITTEE  
HARTFORD AREA HABITAT FOR HUMANITY

JANUARY 19, 2021

BY ZOOM

PRESENT: AUGUSTIN, FLOYD, HAMILTON, VASINGTON

STAFF: MOODY

- Billie is going to supply the documents for ff
- Karraine reported that the most challenging aspect of COVID planning has been trying to coordinate the construction schedule and keeping everyone safe.
- ReStore: Matt has hired a manager, to start work in April, leaving Matt more time to scout out donations. The household donations recently have been sub-par, perhaps a result of more people at home and cleaning out. We need better quality stuff, not junk.
- Our ReStore lease can be extended 20-30 years through renewals. The owner wants to sell the building; new owner would buy it subject to our lease agreement.
- We will hold a virtual meeting with interested Tolland County Habitat supporters in March.
- There is a consensus that the compensation arrangement that determines Karraine's quantitative bonus needs to be re-drawn. The present formula depends on factors over which she has no control. Anne volunteered to get some salary data from other, similar affiliates, and this should be done before next winter.
- Mark has drafted some changes in the By Laws regarding a Nominating Committee, which he will send to the Governance Committee.

The meeting adjourned at 10 AM.

THE NEXT HABITAT MEETING IS TUESDAY, FEBRUARY 9

Respectfully submitted,

Anne M. Hamilton

Secretary

## SECRETARY'S CERTIFICATE

I, Anne Hamilton, do hereby certify that I am the Secretary of Hartford Area Habitat for Humanity, Inc., a Connecticut corporation (the "Company"), that I have been duly elected, appointed and qualified and am presently serving in the capacity of Secretary of the Company in accordance with the Company's articles of incorporation and by-laws, and that, as such, I am authorized to execute and deliver this Certificate on behalf of the Company. I hereby certify as follows:

1. Attached hereto as EXHIBIT A is a true, correct and complete copy of the resolutions duly adopted by the Board of Directors of the Company, which resolutions have not been amended, modified, superseded or rescinded, and remain in full force and effect on the date hereof.

2. The person named below is now and has been duly qualified as an acting officer of the Company, duly elected and/or appointed to the office as set forth opposite his respective name and the signature set forth opposite his name and office is his respective genuine signature:

| <u>Name</u>    | <u>Office</u>                 | <u>Signature</u> |
|----------------|-------------------------------|------------------|
| Mark Vasington | President, Board of Directors | _____            |
| Crystal Floyd  | Treasurer, Board of Directors | _____            |
| Karraine Moody | Chief Executive Officer       | _____            |

In Witness Whereof the undersigned has executed this Certificate on behalf of the Company in his capacity as Secretary as of the 9<sup>th</sup> day of February, 2021.

\_\_\_\_\_  
Anne Hamilton, Secretary

The undersigned, Mark Vasington, President, Board of Director of the Company, does hereby certify that Anne Hamilton is a duly elected, qualified and acting Secretary of the Company as of the date set forth below and that the signature set forth above is his genuine signature.

In Witness Whereof the undersigned has executed this Certificate on behalf of the Company in his capacity as Board President of the Company as of the 9<sup>th</sup> day of February, 2021.

\_\_\_\_\_  
Name: Mark Vasington  
Title: President, Board of Directors

EXHIBIT A

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 February 9, 2021, 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 the following officer of Habitat, Mark Vasington, Anne Hamilton, Karraine V. Moody, individually is authorized to do the following:

1. Establish checking, savings, trusts or investment accounts in any national or state bank in the State of Connecticut, or with any investment manager or advisor, duly registered in the State of Connecticut.
2. Execute checks, wire transfers, drafts or withdrawals on any savings or checking or investment account.
3. Execute any and all contracts for the purchase, lease, assignment, transfer, or options to acquire or lease equipment, furniture, fixtures, motor vehicles, and any other tangible personal property.
4. Execute any and all contracts for the purchase, lease, sale, assignment, and/or transfer of real estate or real property.
5. Execute any contract creating a mortgage, or any other form of indebtedness related to the purchase, assignment, and/or transfer of real estate.
6. Perform any other acts or activities, execute and deliver any and all documents, pay all fees, costs and expenses that may, in the opinion of the officers so acting, be necessary, desirable or expedient to effectuate the purposes of this resolution, including, without limitation, reasonable costs of transactions, safeguarding and safekeeping, and advice, such necessity desirability or expediency to be conclusively evidenced by the taking of such action, the execution of documents, or the payment of fees, costs and /or expenses.

7. Prepare, execute, manage, and monitor any and all grant applications, funding requests, and investment relationships, including but not limited to EQ2s (Equity Equivalents), for the purpose of promoting the mission and programs of Habitat.

**RESOLVED**, That April Hansley and Michael DeRoy, acting individually are authorized to do the following:

1. Execute any and all contracts for the purchase, lease, sale, assignment, and/or transfer of real estate or real property.

**IN WITNESS WHEREOF**, I have hereunto set my hand this the 9<sup>th</sup> day of February, 2021.

---

By: Anne Hamilton  
Title: Secretary

# **FINANCE DASHBOARDS**



## Minutes for Finance Committee December 15, 2020 8:00am

Attendees: Mark Vasington, Bildade Augustin, Crystal Floyd, Ellen Below, Don Bates, Karraine Moody, Mike DeRoy

### Cash Report:

Cash Reserve decreased from \$1,255,260 to \$1,101,760 this month. December home sales and subsequent mortgage sales will have a positive effect. No sales through Liberty Bank financing have occurred yet.

### Key Indicators:

Donation Revenue remains unfavorable compared to budget. Fall appeal donations will continue to come in through December 31 and through the first week in January.

ReStore receipts remained strong in November.

Construction Hard Costs are over budget but will trend downward over the winter.

Operating Expenses overall are favorable compared to budget.

### Green Dashboard:

Construction is ongoing at Haviland St in Bristol.

Funding for homes in Manchester have been transferred to support new home construction in East Hartford which will be scheduled ahead of Manchester.

The City of Hartford is committed to providing public funding for low-income housing. Those funds could come in the form of HOME funds through HUD at \$60,000 per home. However, those funds come with restrictive limits on household income. The affiliate would prefer Appraisal Gap funding which subsidizes the excess of construction costs over the appraisal value.

Mortgage Portfolio:

Court closings have prevented the finalization of two foreclosures. One of those homeowners has agreed to vacate the home in late December and transfer the deed to the Affiliate in lieu of foreclosure. We also expect an additional four quit claims from distressed homeowners in the coming months.

There are approximately 14 modifications in process both in-house and with our attorney. Several of those have been signed and recorded at town Clerks offices.

The Total number of mortgages held has been decreasing because of both older mortgage payoffs at the end of term, and the sale of newer mortgages in the past three years to CHFA at 70% of face value.

Meeting Adjourned at 8:45 am

| Account Purpose                              | Operating Accounts                       | 12/31/20                     |
|--|--|------------------------------|
| Current revenue, expenses and payroll        | Checking - Windsor Federal & Sweep Acct. | 370,395                      |
| Savings                                      | Bank of America                          | 250,500                      |
| Savings                                      | United Bank                              | 298,275                      |
| Shop Loan- immediate EFT to WFS upon receipt | Windsor Federal HUD/SHOP-0429            | 300                          |
| Current revenue & expenses                   | ReStore Operating Cash                   | 616,139                      |
|  | <b>1,535,609 Total Cash</b>              |                              |
|  | <b>(114,125)</b>                         | <b>3 months Construction</b> |
|  | <b>(450,625)</b>                         | <b>Hard Costs Budget</b>     |
|  |  | <b>3 months General</b>      |
|  |  | <b>Operations Budget</b>     |
|  | <b>970,859 Additional Cash Reserve</b>   |                              |
| <b>Additional Cash Reserve</b>               |  |                              |
| November 30, 2020                            |  | 1,101,760                    |
| October 31, 2020                             |  | 1,255,260                    |
| September 30, 2020                           |  | 1,264,907                    |
| August 31, 2020                              |  | 1,272,536                    |
| July 31, 2020                                |  | 1,217,172                    |
| June 30, 2020                                |  | 1,154,251                    |
| May 31, 2020                                 |  | 752,317                      |
| April 30, 2020                               |  | 712,158                      |
| March 31, 2020                               |  | 808,617                      |
| February 28, 2020                            |  | 935,840                      |
| January 31, 2020                             |  | 1,027,512                    |
| December 31, 2019                            |  | 996,622                      |

# Finance Committee Report

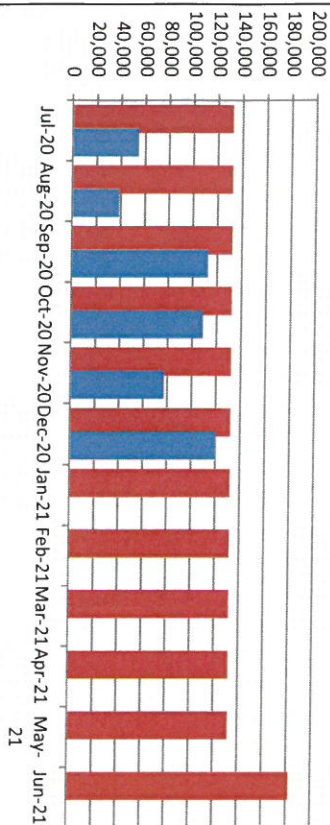
## Accrual Basis

### Key Indicators for the fiscal Period 7/1/20 to 6/30/21

|                            | YTD Actual | YTD Budget | YTD Variance | Total Budget |
|----------------------------|------------|------------|--------------|--------------|
| Development Income         | 512,637    | 792,500    | (279,863)    | 1,585,000    |
| Grant Income               | 0          | 0          | 0            | 50,000       |
| ReStore Income             | 548,859    | 453,080    | 95,779       | 906,160      |
| CIP Expenditures           | 346,179    | 228,250    | (117,929)    | 456,500      |
| Operating Expenses         | 834,712    | 916,927    | 82,215       | 1,802,323    |
| ReStore Operating Expenses | 500,879    | 464,758    | (36,121)     | 900,000      |
| Mortgage Sales \$          | 327,458    | 378,000    | (50,542)     | 756,000      |
|                            |            |            |              |              |
|                            |            |            |              |              |
| New Homes Closed           | 2          | 0          | 2            | 2            |
| ReHab Homes Closed         | 1          | 1          | 0            | 3            |
| Recycle Homes Closed       | 0          | 0          | 0            | 2            |
| Mortgage Sales #           | 3          | 3          | 0            | 6            |
| Foreclosed/Taken Back      | 3          | 3          | 0            | 3            |
| Rehabs Purchased/ Donated  | 1          | 1          | 0            | 1            |
| Lots Purchased/ Acquired   | 1          | 1          | 0            | 3            |

# HARTFORD HABITAT FOR HUMANITY - BOARD OF DIRECTORS DASHBOARD

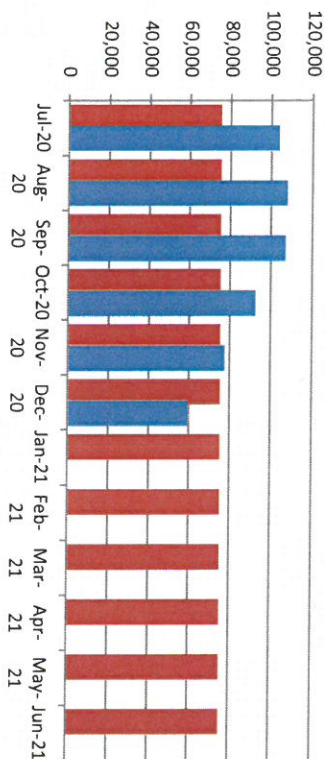
## Development & Grant Revenue



■ Development & Grant Revenue - Budget  
■ Development & Grant Revenue - Actual

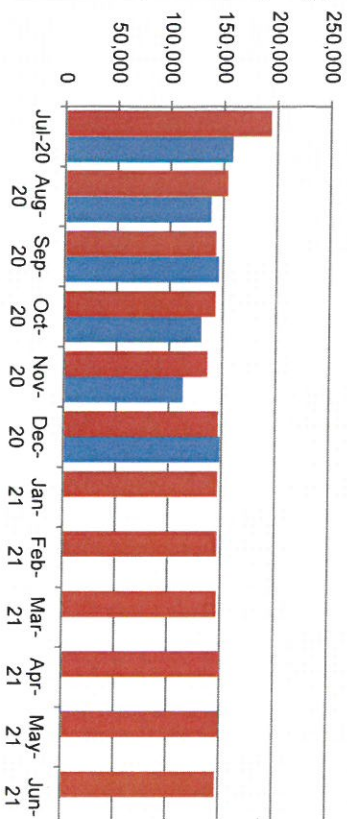
## REVENUES AND EXPENDITURES

### ReStore Revenue



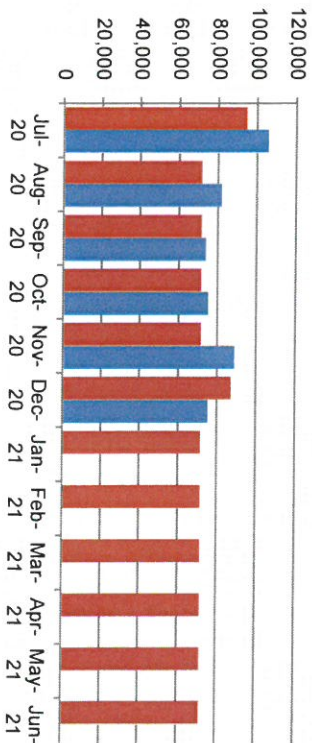
■ ReStore Revenue- Budget  
■ ReStore Revenue- Actual

## Operating Expenditures (excl ReStore)



■ Operating Exp - Budget  
■ Operating Exp - Actual

## ReStore Expenditures

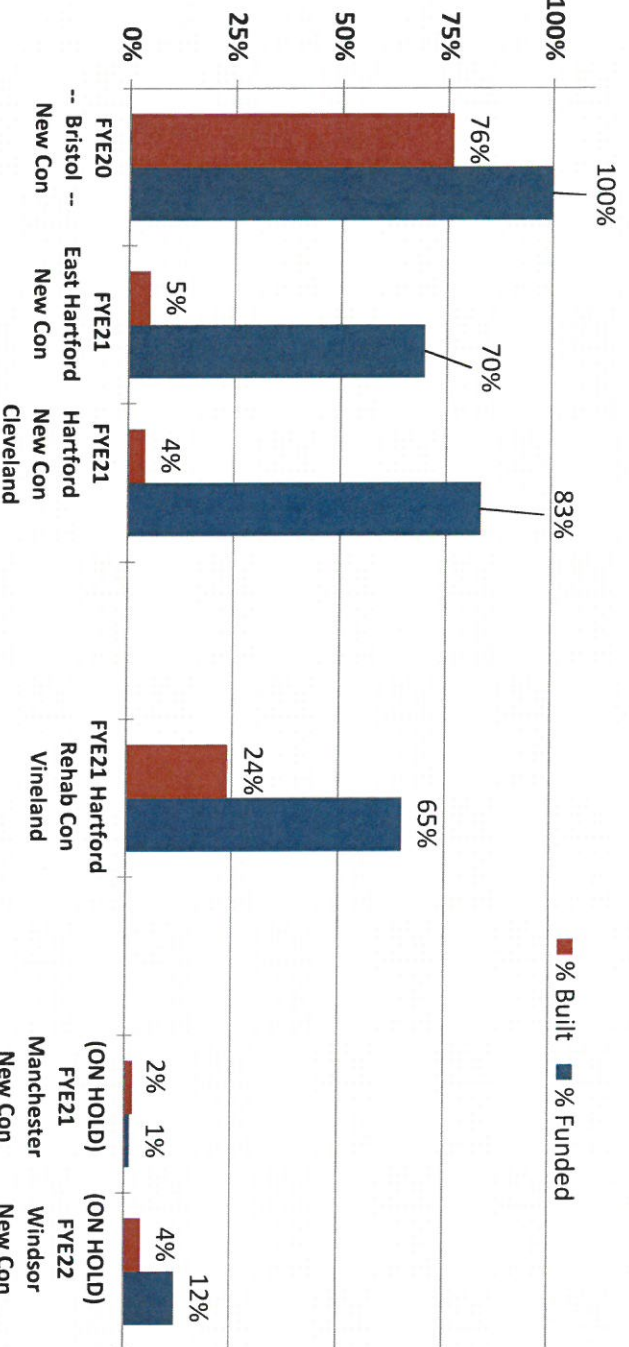


■ ReStore Exp - Budget  
■ ReStore Exp - Actual



# HARTFORD HABITAT FOR HUMANITY - BOARD OF DIRECTORS DASHBOARD

## HABITAT HOMES: WORK-IN-PROGRESS BUILT AND FUNDED STATUS



|                 |  |  |                       |            |            |                         |
|-----------------|--|--|-----------------------|------------|------------|-------------------------|
| Primary Sponsor | Arthur G. Russell, SHOP, WB20, KBF, Barnes | BOA: GOLF21, CBD21, BAT21, WB21, PBD21, YTH21, NAA21 | SHOP, HOME, TRAVELERS | SHOP, HOME | EVERSOURCE | Pledged: TLD, Stanadyne |
| Amount Funded   | \$380,000                                  | \$293,347  | \$150,000             | \$65,000   | \$5,000    | \$95,857                |

Assumptions: Based on 2020/2021 Budget Formalized 02/2020  
 FYE20 Bristol: \$380,000.00

# Appeal FYE21; 20; 19

| Sign Name                 | Donation Amount        | Donation Count |
|---------------------------|------------------------|----------------|
| January Newsletter Return | \$650.00               | 4              |
| all Appeal - Major Donor  | \$30,470.09            | 21             |
| all Appeal - Corporate    | \$17,344.05            | 10             |
| all Appeal                | \$36,592.11            | 210            |
| Build Hope                | \$5,779.37             | 44             |
| TOTALS:                   | IND ONLY - \$73,491.57 | IND ONLY - 279 |
| Items                     | + CORP - \$90,835.62   | + CORP - 289   |



# **BOARD NOMINATION**



# MONICA N. BLANCO

Southington, CT • (203) 578-0416 • Mnblanco812@gmail.com

## ORGANIZATIONAL STRATEGY LEADER | INSURANCE INDUSTRY

*Collaborating across team leadership to build vision & execute delivery with dynamic insight & strategy.*

Talented, results-driven and skilled Strategic Planning Executive with broad expertise and track record in building and directing profitable investments for Fortune 500 Property & Casualty Insurance Organizations. Significant background in P&C Insurance with focus on supporting Underwriting & Insurance Products as well as corporate, branch & field office administration. Develops high quality innovative techniques to execute multi-million-dollar investments. Attains financial objectives by capturing business value to drive results. Effectively develops and leads high-performing teams to successfully implement and execute initiatives that improve profitability and productivity while exceeding operating and fiscal targets. Demonstrated record of success establishing, creating and sharing company vision to produce consistent deliverables through a series of expansive leadership positions of increased influence, authority, and accountability within The Travelers Companies.

- During tenure with The Travelers Companies directed 200+-person organizations with Multi Million operating budgets.
- Drove transformational Enterprise initiatives to influence and shape direction of future business investments.
- Specialized in matrix Enterprise leadership with accountability for nationwide multi business function initiatives.
- Consistently delivered Investment Returns, Quality Improvements & Operational Efficiencies.
- Increased employee engagement results and supported diversity and inclusion strategies (Gallup, HLDN, EmpowHer+).
- Created positive organizational climate and culture of execution excellence and innovation through relentless focus and accountability

### ADDITIONAL AREAS OF EXPERTISE

*Strategic Foresight • Partnership & Collaboration • Profits & Targeted Goals • Underwriting • Product Development • Insurance • Project Management • Risk Management • Agile Delivery • Platform & Technology Development • Analytical & Financial Proficiency • Business Analysis • Process Improvement • Employee Engagement • Mentoring & Coaching • High Functional Operations • Microsoft Office*

### Professional Experience

**THE TRAVELERS COMPANIES • Hartford, CT • 2006 to Present •** *The Travelers Companies, Inc., through its various subsidiaries, provides a wide range of commercial & personal property, casualty insurance products & services to businesses, government units, associations, and individuals in the United States and internationally.*

#### ***Vice President - Personal Insurance Underwriting*** (2017 to Present)

**Manage \$17M operational budget** for all Personal Insurance policies underwriting, exhibiting authority over professional team of 200 top performers across nationwide network of locations. Lead vision, strategy, and execution across underwriting operations by focusing on meeting and surpassing performance targets for risk, quality, and profitability. Achieve operational and underwriting commitments on time and on budget. Attain positive results and improvements through active external customer organizational collaboration. Develop strong partnerships across underwriting organization, including Agent Brokers Customers & Field Sales Product Operations Stakeholders.

- **Implement successful leadership** and key priority initiatives to improve business operations.
- **Proactively bolster business scope and roadmap needs** to effectively **transform & optimize**.
- Continually identify opportunities for improvement balancing **response** to new **external forces** while **consistently meeting clients' needs** in fast-paced and highly competitive industry.
- **Introduce new Organizational UW Model** offering differentiated services to customers and speed to market solutions.
- **Sustain high rating of Underwriting and Operational results.** Deliver consistent improvements for quality decision making with 97% file accuracy rating, 99% overall quality, customer service and turn around levels of 90%.
- **Improve effectiveness of decision making** with consistent positive Audit results (National UW and Corporate Audit). Including, introducing **efficiencies** and **lower cost model** structure solutions
- **Direct and grow high performing team through significant talent acquisition, company culture, and results-driven approach.**
- **Bolster effectiveness** of underwriting organization by adopting new policies and best practices to encourage growth.
- **Improve employee engagement** and satisfaction by incorporating flexible work arrangements, increasing investments into better technologies, laptops, & other useful resources.
- Assist top performers secure promotions through **professional development, mentorship and coaching**.



- **Emphasize inclusive work culture** to support employee development and strong manager leadership.
  - Design 19 new training & authority models to support Enterprise mission and value.
  - Strengthen diversity & inclusion through **Hispanic & Latino Diversity Network**.
  - **Senior Advisor** for continual leadership mentorship to new & current members.
  - Implement Enterprise & Inclusive Leadership program that exemplifies strong leadership capabilities across Technology & Operations Organization (**EmpowHer+**).

"Monica is a strategic thinker and has been an excellent partner for many across the organization. Monica operates with a high level of ownership and accountability. She shows urgency to get things done. She pays close attention to details and always delivers on commitments."

**Leadership Feedback Excerpt**

## Vice President - Business Insurance Product & Platform (2015 to 2017)

Headed development and ongoing management of multi-line commercial insurance capabilities across multiple business divisions nationwide. Maintained accountability for strategic planning, project management, completion and business adoption. Deliveries enhanced organization's ability to respond more effectively to market opportunities and provided a more efficient process for customers, agents and employees.

### Certifications & Affiliations

**AWARDS • 2 Patents for Workers Compensation Capabilities**

**SENIOR ADVISOR | FOUNDER • Hispanic & Latino Diversity Network**

**CHAIR | FOUNDER • Technology & Ops Women's Resource Group**

**MEMBERSHIPS | NOMINATIONS • Fortune MPW Next Gen Alumni Women United-United Way, Prospanica (Hispanic Business Professionals)**

**Workers Compensation Product & Platform Lead** Matrix leadership for a \$70 million, 100+ person portfolio of Business, IT, QA, for a highly complex & regulated line of business to innovate the insurance product offering. Led Business Insurance first cross functional strategic initiative and delivery of new Policy Administration Platform requiring **cultural transition and effective change management**.

- Guided scope & benefit realization assessments affirming technology solution delivery for 99.99% of policies in force, implemented Defect to Transaction ratio exceeding industry quality standards.
- Delivered more efficient process solutions to agents and employees, lowering keystrokes by 75%, and serving as foundation for legacy application sunsetting.
- Managed team of up to 20 Product & Platform professionals who routinely engaged in business representation and collaboration to drive project development goals.

**Loss Sensitive Product & Platform Lead** Directed strategic direction, incorporating resources across multiple lines of business and products to support \$4B revenue.

- Led \$10M for 50+ portfolio of clients in Business, IT, & Quality Assurance.
- Guided vision and established roadmap to achieve technology solutions for 80% of foundational products.

**General Liability Policy Decisions Platform Lead** endorsed modernization initiatives across multiple lines for business units, establishing capabilities in General Liability, Property Deluxe Property, Inland Marine, IMPAK, Crime, & Alternative General Liability. Directed key project relating to technology currency upgrade.

- Strategically directed \$4B Web Policy Decisions re-platform, across multi business units.

## Second Vice President: Business Insurance Product & Underwriting & Platform

(2010 to 2015)

Led team performance to engage in active development, implementation, management of product & platform capabilities in alignment with growing and changing market needs. Developed line strategy and management of technical product staff, accountable for performance of Small Commercial Auto and Workers Compensation.

- **Collaborated** and partnered with Enterprise Business partners on product LOB business strategy and strategic initiatives.
- Led technical product team responsible for continued product & platform **strategic initiatives**.
- Developed **end-to-end** Product & Underwriting strategy, including **automated flow model, product configuration rules and analytics strategy** (Small Commercial Auto & WC), including **business implementation** and post implementation **analysis**.
- Established automated **underwriting strategy**, criteria, and appetite guidelines for automated model, **resulting in 80% available for issuance with no UW touch** (WC)
- Developed **product and endorsement solutions**, including WC California Tier Pricing, Auto Coverage Plus Endorsements.
- Conducted competitive **market assessments** and developed go to market "**Marketing Strategies**".

### Early Career Professional Experience

**THE TRAVELERS COMPANIES • Small Commercial Business Unit, WC Product & UW | Senior Director & Manager, Small Commercial, Auto, WC Product, & UW**

**SAFECO PROPERTY & CASUALTY INSURANCE COMPANY • Senior Underwriter & Underwriter | Claims Examiner – Multi Commercial Lines (Small, Middle, Large Size)**

**THE HARTFORD INSURANCE COMPANY • Underwriting, Sales Operations- Personal Insurance**