

Hartford Area Habitat for Humanity Board of Directors

MEETING AGENDA

Tuesday, September 5, 2017, 5:30-7:30 PM
780 Windsor St., Hartford, CT¹

Note: Members may tour the building renovation at 5:15 PM, or following the meeting.

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|--------------|--|------------------|
| I. | Greetings & Devotion | 5:30-5:40 |
| II. | Approval of Meeting Minutes & Acceptance of Committee Reports
<i>Matt Cooper, Board Secretary (Committee chairs will briefly summarize reports.)</i>
<i>Note: The Sticks for Bricks update may cause this item to take longer than usual.</i> | 5:40-5:55 |
| III. | Board Chair's Report
<i>Lisa Chirichella</i> | 5:55-6:05 |
| IV. | Executive Director's Report
<i>Karraine Moody, Executive Director</i> | 6:05-6:20 |
| V. | Board Discussion & Votes | 6:20-7:00 |
| | a. <u>DISCUSSION & VOTE:</u> Board Stewardship Requirements
<i>Ben Daigle (Governance Chair) and Steven Hernández (Subcommittee Chair)</i> | 6:20-6:40 |
| | b. <u>DISCUSSION:</u> 2017 Board and Executive Committee Elections
<i>Ben Daigle and Scott Orsey (Succession Planning Lead)</i> | 6:40-7:00 |
| VI. | Executive Session | 7:00-7:50 |
| | a. Executive Director 2016-2017 Evaluation (Lisa) | |
| | b. Board Self-Assessment Analysis (Ben) | |
| VII. | Next Steps, Upcoming Events & Announcements | 7:50-8:00 |
| VIII. | Adjournment | 8:00 |

¹ Conference call only if needed (notify Board Secretary Matt Cooper in advance): 1-866-376-0342, 4995659464#.

CONSENT AGENDA

Hartford Area Habitat for Humanity Board Meeting Minutes
June 6th, 2017; 5:30 PM, 75 Charter Oak Avenue, Building 1 Conference Room

Board Members: Lisa Chirichella, Matthew Cooper, Steven Hernandez, Bildade (Billie) Augustin, Scott Orsey, Matthew Bjorkman, Ben Daigle, Anne Hamilton, Emily Rivera, Jesse Carabase, Joe Fazzino, Mark Vasington, David Symonette, Doris Sugarman, Eric Brown

Absent:

Rev. Sara Salomons, Caren Kittredge, Lorie MaGee Brown, Philip Titolo, Luke Ebersold, Denise Harris

Others Present:

Karraine Moody, Mike DeRoy

Proceedings:

Meeting called to order at 5:37 PM by board President L. Chirichella

2017-2018 Budget Discussion:

- The FY 2018 budget was discussed as presented in the board packet.
- It is expected that revenues will be down in FY 2018, revenues for FY 2017 are approximately \$400k less than expected.
- Discussed ongoing public funds environment – it is expected that these will decrease in coming years. HUD HOME, SHOP, CDBG and Americorp funding can all potentially be eliminated. Collecting grant monies from the city of Hartford has also been a challenge.
- We hope to make up for the potential shortfall with increased revenue from our individual donors.
- Current FY 2018 budget is projecting a -\$400k cash flow. In this scenario we would need to look to potentially sell mortgages to CHFA. We have sold 4 mortgages in total historically.
- We have 12 HAHFH Staff and 8 ReStore Staff, Karraine commented that we are running a fairly lean organization.
- Karraine will follow up in the coming months with CHFA to discuss feasibility of selling more mortgages to them in coming years.

FY 2018 Budget: Motion to approve the FY 2018 budget as presented to the board by the finance committee.

Moved by: B. Daigle; Seconded by: D. Sugarman
Motion passed unanimously (voice vote), No abstentions

Consent Agenda

Consent Agenda: Motion to approve the Consent Agenda with corrections to the attendance on 1/5/17 Exec. Committee, 2/9/17 Board, and 4/27/17 Exec. Committee meeting (attached).

Moved by: M. Cooper; Seconded by: M. Bjorkman
Motion passed unanimously (voice vote), No abstentions

Operations Report

Karraine Moody gave the operations update to the Board

- Shared a video and recapped the HAHfH trip to the Dominican Republic to build.
- Discussed the potential loss of public funding.
- Discussed upcoming calendar events.

Development Committee

Mark Vasington updated the board on the development committee.

- Preparation for the golf tournament is going well. We could always use more golfers and sponsors.
- Discussed the hiring of the Netmark Associates, a consulting firm, to help us further develop our individual donor base. Goal is to increase individual giving by \$300k.
- Discussed board giving and two “coaching” sessions for the board on developing their network.

Other Business

Lisa Chirichella gave the board updates on other business.

- Karen Kitteredge and Sara Salomons will both be stepping off the board at the end of June.
- A strategic planning session with Habitat International will be in August, with the goal of developing a 5 year strategic plan that would start with FY 2019.

Meeting moved to Executive Session at 8:09 PM

Meeting adjourned at 8:09 PM

Minutes submitted by: M. Cooper

Hartford Area Habitat for Humanity Board of Directors

Committee Meeting Minutes

Committee Name: Executive Committee Date: June 22 nd , 2017	Start Time: 7:39 AM End Time: 8:31 AM
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Members Present: Lisa Chirichella, Matt Cooper, Scott Orsey Guests: Ben Daigle Members Absent: Luke Ebersold

Meeting Goals/Agenda: <ul style="list-style-type: none">• Succession Planning• Board Survey• Board Size/Membership• ED Comp• Saints Meeting Action Items: <ul style="list-style-type: none">- Scott – Succession Plan- Matt – ED Comp	Discussion: <ul style="list-style-type: none">- Scott will be starting on a project around succession planning. Goal is to identify and nominate the next slate of Executive Committee candidates.- One of the board survey discoveries was a need for additional opportunities for the board to engage in a less formal environment, and also learn about and collaborate on issues impacting the affiliate.- Discussed the size of the board given some recent departures due to life events. We are currently at approximately 20 board members. Discussed the possibility of adding a board admin role.- Proposed minor changes to ED comp for FY 16-17 and going forward. Matt will make modifications and present back to Executive Committee.- Discussed opportunity to better leverage the Saints. Lisa will discuss with Karraine.
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Next Meeting Date: July 27th, 2017

Respectfully Submitted, Matt Cooper

Hartford Area Habitat for Humanity Board of Directors

Committee Meeting Minutes

Committee Name: Executive Committee	Start Time: 7:32 AM
Date: July 28 th , 2017	End Time: 8:12 AM

Members Present: Lisa Chirichella, Luke Ebersold, Matt Cooper, Scott Orsey
Guests: Karraine Moody
Members Absent:

Meeting Goals/Agenda: <ul style="list-style-type: none">• ED Update• Financial Freedom Center Update• Golf Tournament Update• ED Comp	Discussion: <ul style="list-style-type: none">- We were able to close several homes before the close of the fiscal year. The south marshal homes are our largest new construction project going on and ready for build-a-thon. East Hartford (2) and New Britain (2) are our next projects.- Met with saints on Monday to outline finances, other changes. Discussed future of saints. Karraine thought meeting went well.- We got a 4 star rating from charity navigator for the third consecutive year.- We re-hired both Kris McKelvie as the Director of Construction and Rose Vigdal as Individual Giving Manager.- City of Hartford funds continue to be difficult to collect. HAHfH staff is meeting regularly to ensure everything is coordinated on our end.- Golf is looking good and in the process of a final push for both sponsorships and golfers.- Work with the individual giving consultant is going well.- Discussed ED Comp plan.
Meeting Action Items: <ul style="list-style-type: none">- None	

Next Meeting Date: August 24th, 2017

Respectfully Submitted, Matt Cooper

Hartford Area Habitat for Humanity Board of Directors

Committee Meeting Minutes

Committee Name: Executive Committee Date: August 30 th , 2017	Start Time: 7:31 AM End Time: 8:06 AM
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Members Present: Lisa Chirichella, Luke Ebersold, Matt Cooper, Scott Orsey Guests: Karraine Moody Members Absent:
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Meeting Goals/Agenda: <ul style="list-style-type: none">• Governance Discussion• Board Composition• 2018 Strategic Plan• Board Build Meeting Action Items: <ul style="list-style-type: none">- None	Discussion: <ul style="list-style-type: none">- We discussed the recent Governance Committee meeting which included the topics of the board covenant and executive committee role descriptions.- We discussed board composition and recent board departures, along with board size.- The 2018 strategic plan was discussed, particularly the timeline of events. We will likely start the process in October with the goal of completing by March of 2018. We will also be working HfH International again on this strategic plan.- We discussed the September 9th Board Build and need to change the date.
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Next Meeting Date: September 28th, 2017

Respectfully Submitted, Matt Cooper

FINANCE

Finance Committee Report
Accrual Basis
Key Indicators for the fiscal Period 7/1/16 to 6/30/2017

	YTD Actual	YTD Budget	YTD Variance	Total Budget
Development Income	\$ 704,215	\$ 696,217	\$ 7,998	\$ 1,076,000
Grant Income	\$ 237,585	\$ 60,833	\$ 176,752	\$ 1,000,000
ReStore Income	\$ 493,456	\$ 479,500	\$ 13,956	\$ 822,000
CIP Expenditures	\$ 1,071,264	\$ 796,617	\$ (274,647)	\$ 1,500,000
Operating Expenses	\$ 1,311,269	\$ 1,273,907	\$ (37,362)	\$ 2,190,016
<hr/>				
Homes Closed (new construction)	0	4	-4	9
Foreclosed/ Taken Back	2	2	0	2
Lots Purchased/ Acquired	0	0	0	2

FYE 6/30/16 ended with a \$572K positive variance in Construction Expenditures because Main st. and South Marshall were not started until this fiscal year. There will be cost overruns in site costs (budgeted last year) for these properties. However, a preliminary estimate of remaining costs to complete all the properties on the FYE 6/30/2017 build schedule should not put us significantly beyond the \$1.5M total budget figure.

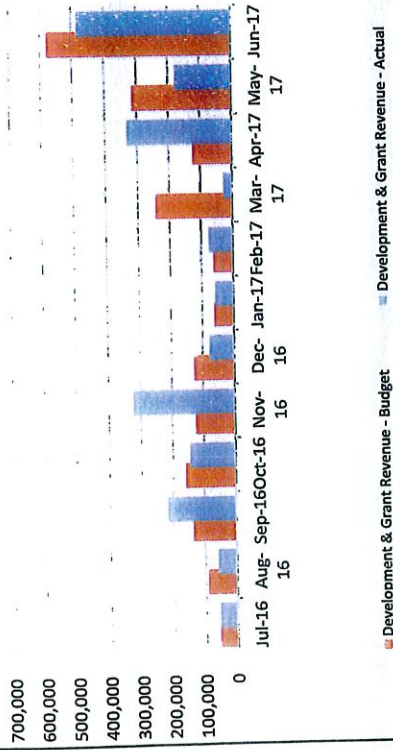


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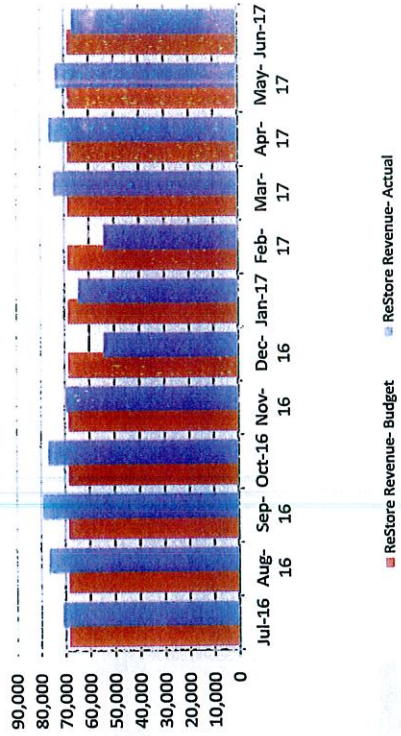
CELEBRATING 25 YEARS CHANGING

REVENUES AND EXPENDITURES

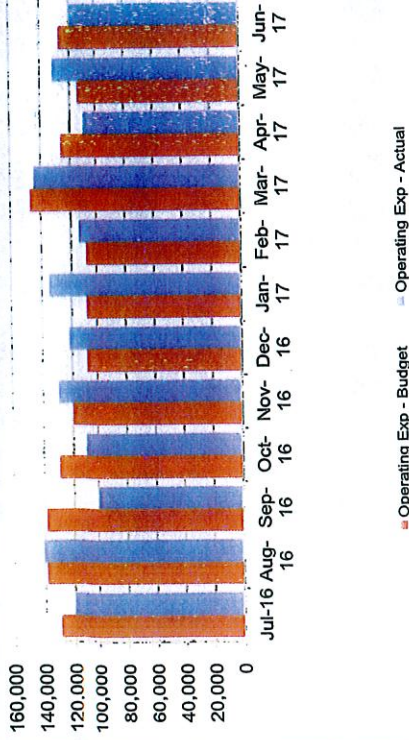
Development & Grant Revenue



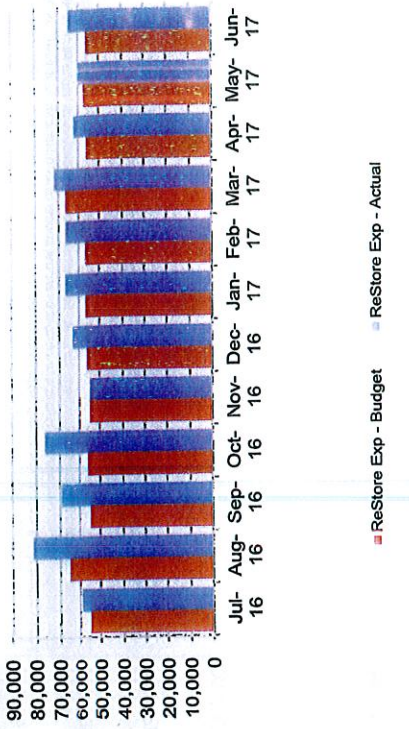
ReStore Revenue



Operating Expenditures (excl ReStore)

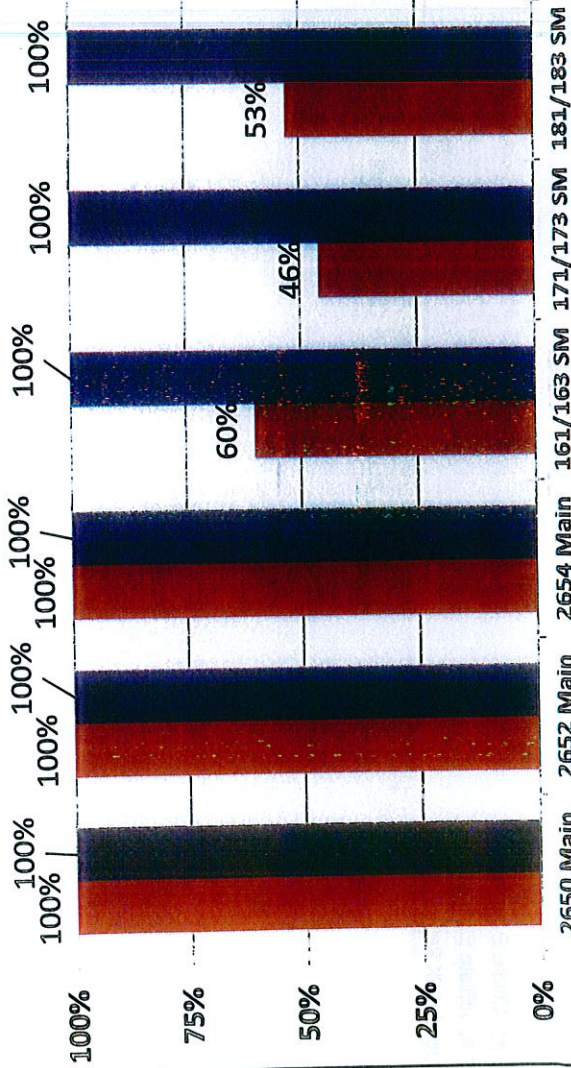


ReStore Expenditures





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



■ % Built ■ % Funded

	2650 Main	2652 Main	2654 Main	161/163	171/173 SM	181/183 SM
Primary Sponsor	Travelers, BAT 2015, 2016 Womens & 2016 Golf	Aetna, BAT 2016, Wells Fargo, BofA, Peoples & Travelers/PNC				
Amount Funded	\$180,000	\$180,000	\$180,000	\$300,000	\$300,000	\$300,000

Assumptions : \$140,000 Construction Costs + \$40,000 Construction and Family Services Program Overhead= \$180,000 Development Goal
 This dashboard is a measurement of Construction Progress and Development Goals. It is not a financial statement or a budget document.

Account Purpose	06/30/17
Current revenue, expenses and payroll	111,347
Collection of Mortgage payments	500,403
Mobile Credit Card Processing for Events	12,841
Shop Loan- immediate EFT to WFS upon receipt	300
Miscellaneous	8,019
Current revenue, expenses and payroll and repayment to General Fund	181,045
	813,955 Liquid Cash
Operating Accounts	
Checking - Windsor Federal & Sweep Acct.	
Checking - United Bank	
Checking - First Niagara - #5901	
Windsor Federal HUD/SHOP-0429	
Checking - Webster	
ReStore Operating Cash	
NMTC Accounts	
POB #1 - US Bank - #152313149626	96,523
POB #2 - US Bank - #152313868209	50,193
	960,671
	(406,519)
	554,152
Reserved for NMTC #1 Affiliate Expenses	30,243
Reserved for NMTC #2 Affiliate Expenses	42,531
Required Collateral for \$495K ReStore Loan	264,903
	1,298,348
Total Cash & Cash Equivalents	n/a
Budgeted Cash & Cash Equivalents	

Date:

Minutes: Treasurer's Meeting July 20, 2017, 9:00 a.m.

Present: Luke Ebersold, Karraine Moody, Michael DeRoy

The purpose of the meeting was to review the current cash, grants receivables and construction payables.

A Cash Schedule as of July 21 (attached) shows \$461,023 Cash Available for non-building operations. However current payables approximate \$130,000. The July Mortgage payments credited to our United Bank account on August 1 will be a minimum of \$40,000. It was decided that the \$25,000 annual SOSI fee payable to HFHI would be delayed to maintain adequate cash available for operations of approximately \$396,000 for 7/31/17. Grant Revenue Receivables related to the completed and sold Main Street homes currently includes \$100,000 from the City of Hartford and \$165,000 from CT Dept. of Housing. Also, Build-a-Thon receipts of >\$100,000 are forthcoming throughout August and September.

Construction Expenditures for FYE 6/30/17 are currently \$1,550,000. There are still a few final construction bills not received yet for Main Street, but the final total for 6/30/17 should be approximately \$1,600,000. The original budget was \$1,500,000, but it has been expected for several months that actual figure would be \$1,600,000 (See 3/24/17 and 4/21/17 meeting minutes).

Current Construction is ongoing at South Marshall Street, and new housing starts in East Hartford and New Britain will commence in time for Build-a-Thon volunteer groups in September & October. The 6/30/18 budget for Construction expenditures is \$1,000,000 and includes the completion of 3 South Marshall duplexes, and a New Britain duplex and two East Hartford single family homes from the ground up. It is expected that our 6/30/18 resources will not permit us to go beyond our budget.

Two successful homeowners one at 176 and the other at 186 South Marshall Street (the other side of the street) are moving, and we are taking back those properties under the mortgages' rights of first refusal. The homes will be resold to new families in FYE 6/30/18.

Karraine will be meeting with the Royal Garden condo homeowners in late August and will have an update/recommendations for the board in September.

We will be circulating future meeting dates through December.

The meeting adjourned at approximately 10:15 am

Finance Committee Report

Accrual Basis

Key Indicators for the fiscal Period 7/1/17 to 6/30/18

	YTD Actual	YTD Budget	YTD Variance	Total Budget
Development Income	\$ 22,098	\$ 26,649	\$ (4,551)	\$ 1,125,000
Grant Income	\$ -	\$ -	\$ -	\$ 530,000
ReStore Income	\$ 67,838	\$ 71,756	\$ (3,918)	\$ 861,066
CIP Expenditures	\$ 60,673	\$ 91,667	\$ 30,994	\$ 1,100,000
Operating Expenses	\$ 170,218	\$ 194,131	\$ 23,913	\$ 2,344,343
Homes Closed (new construction)	0	0	0	10
Foreclosed/Taken Back	0	0	0	2
Rehabs Purchased	0	0	0	2
Lots Purchased/ Acquired	0	0	0	2

	07/31/17	
Account Purpose		
Current revenue, expenses and payroll	111,347	
Collection of Mortgage payments	508,779	
Mobile Credit Card Processing for Events	12,841	
Shop Loan- immediate EFT to WFS upon receipt	300	
Miscellaneous	8,019	
Current revenue, expenses and payroll and repayment to General Fun	181,045	
	<u>822,331</u>	<u>Liquid Cash</u>

Operating Accounts		
Checking - Windsor Federal & Sweep Acct.		
Checking - United Bank		
Checking - First Niagara - #5901		
Windsor Federal HUD/SHOP-0429		
Checking - Webster		
ReStore Operating Cash		
NMTC Accounts		
POB #1 - US Bank - #152313149626	96,523	
POB #2 - US Bank - #152313968209	50,192	

For Semi-Annual NMTC #1 Loan Servicing (self reserved)	969,046	
For Semi-Annual NMTC #2 Loan Servicing (self reserved)	(353,436)	
	<u>615,610</u>	<u>Temporarily Restricted Net Assets</u>
		<u>615,610 Cash Available for non-building Operations (\$125,000 to \$150,000 is approx. one month of operations)</u>

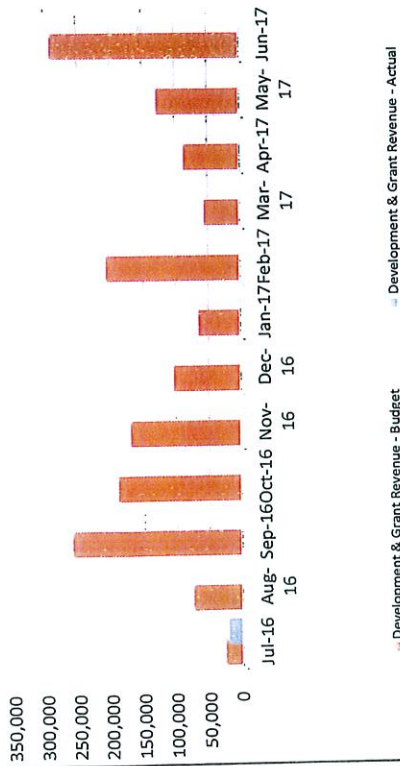
US Bank - POB #1 - Joint Exp Acct - #9634	30,243
US Bank - POB #2 - Joint Expense - #8068	42,531
CD - Windsor Federal ReStore Collateral	264,903
Total Cash & Cash Equivalents	<u>1,306,723</u>
Budgeted Cash	1,318,841

Cash Available for non-building Operations:	
July 31, 2016	158,656
August 31, 2016	185,132
September 30, 2016	151,730
October 31, 2016	189,180
November 30, 2016	294,477
December 31, 2016	529,733
January 31, 2017	375,951
February 28, 2017	362,561
March 31, 2017	490,528
April 30, 2017	505,432
May 31, 2017	488,838
June 30, 2017	722,644

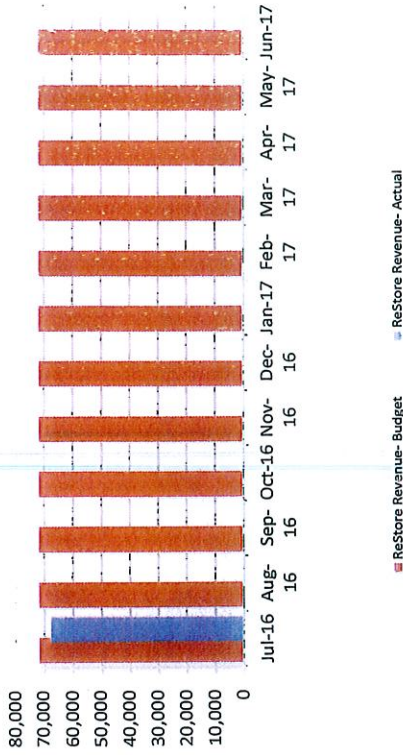


REVENUES AND EXPENDITURES

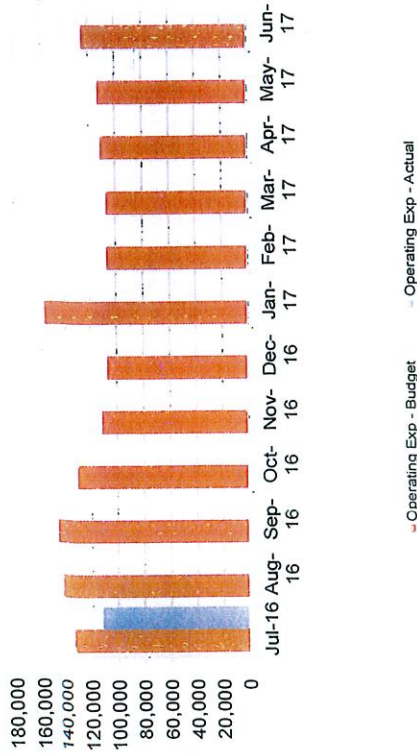
Development & Grant Revenue



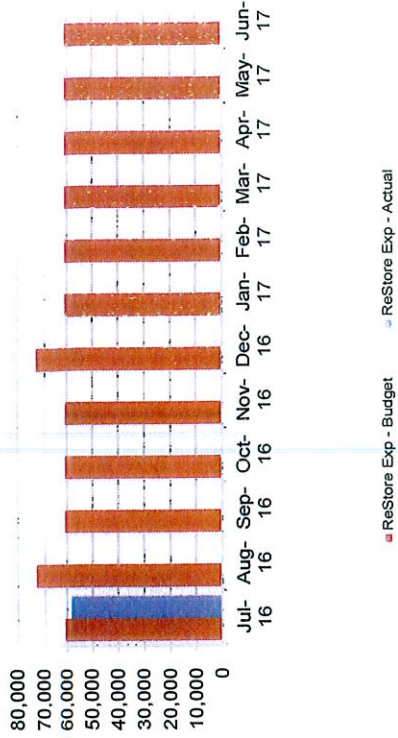
ReStore Revenue



Operating Expenditures (excl ReStore)



ReStore Expenditures



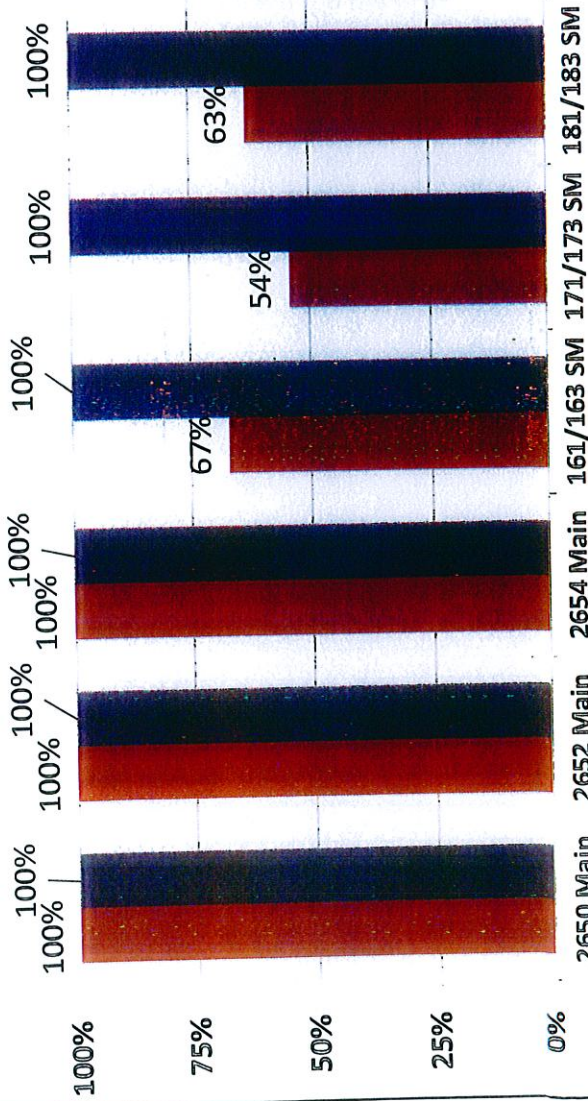


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HABITAT HOMES: WORK-IN-PROGRESS BUILT AND FUNDED STATUS



■ % Built ■ % Funded

	2650 Main	2652 Main	2654 Main	161/163	171/173 SM	181/183 SM
Primary Sponsor	Travelers, BAT 2015, 2016 Womens & 2016 Golf	Travelers, BAT 2016, Wells Fargo, BofA, Peoples & Travelers/PNC				
Amount Funded	\$180,000	\$180,000	\$180,000	\$300,000	\$300,000	\$300,000

Assumptions : \$140,000 Construction Costs + \$40,000 Construction and Family Services Program Overhead= \$180,000 Development Goal
This dashboard is a measurement of Construction Progress and Development Goals. It is not a financial statement or a budget document.

07/31/17

Account Purpose

Current revenue, expenses and payroll

Collection of Mortgage payments

Mobile Credit Card Processing for Events

Shop Loan- immediate EFT to WFS upon receipt

Miscellaneous

Current revenue, expenses and payroll and repayment to General Fund

Operating Accounts

Checking - Windsor Federal & Sweep Acct.

Checking - United Bank

Checking - First Niagara - #5901

Windsor Federal HUD/SHOP-0429

Checking - Webster

ReStore Operating Cash

16,000

500,512

12,841

300

8,019

183,054

720,726 Liquid Cash

NMTC Accounts

POB #1 - US Bank - #152313149626

POB #2 - US Bank - #152313868209

96,523

50,192

867,441

(408,339) Temporarily Restricted Net Assets

460,922 Cash Available for non-building Operations (\$125,000 to \$150,000 is approx. one month of operation)

For Semi-Annual NMTC #1 Loan Servicing (self reserved)

For Semi-Annual NMTC #2 Loan Servicing (self reserved)

Reserved for NMTC #1 Affiliate Expenses

Reserved for NMTC #2 Affiliate Expenses

Required Collateral for \$495K ReStore Loan

30,243

42,531

264,868

1,205,083

Total Cash & Cash Equivalents

Cash Available for non-building Operations:

July 31, 2016	158,656
August 31, 2016	185,132
September 30, 2016	151,730
October 31, 2016	189,180
November 30, 2016	294,477
December 31, 2016	529,733
January 31, 2017	375,951
February 28, 2017	362,561
March 31, 2017	490,528
April 30, 2017	505,432
May 31, 2017	488,836
June 30, 2017	539,052

Date:

18

Minutes: Treasurer's Meeting August 22, 2017, 9:15 a.m.

Present: Luke Ebersold, Michael DeRoy

The purpose of the meeting was to review the current cash and the June financials reports (unaudited).

A July 31, 2017 Cash Schedule shows \$513,043 Cash Available for non-building operations. Since the three Main Street homes were 100% complete at June 30th, significant restrictions on cash were completed which was partly the reason for the bump up in Cash Available. As of June 30th Grants Receivables total \$397,287 of which \$100,000+ from the City of Hartford is anticipated by August 31st, and \$200,000 from CT DOH is expected in September.

The Key Indicator Report shows that Total Revenue was just below budget. (The \$200,000 City Loan that was expected to be forgiven, but was paid in full was a significant unbudgeted transaction.) Total Expenditures were Over Budget by \$84,736 mainly due to ReStore wages & 3rd part moving, DOH loan closing costs (including the State's legal fee reimbursement) and Construction costs in this fiscal year that were related to homes closed at the end of the prior fiscal year. Hard Construction Cost expenditures were budgeted to be \$1,500,000. At mid-year we knew we would exceed that figure by at least \$100,000 due to contaminated soil removal & disposal at South Marshall St. Also, given that the cash position remained strong throughout the spring we continued to move South Marshall Street along while completing the three Main Street homes for June 30 sales to homeowners. The June 30, 2017 Work in Process schedule prepared by the Construction Director indicated that 9.48 equivalent homes were completed when including the extensive rehabs at 232 Vine St. and 159 Roosevelt.

Mike will be working with Kris McKelvie, Director of Construction, to determine the hard construction costs anticipated for each month this fiscal year. This will be important to project any cash flow issues later in the fiscal year. The increase we hope for in December 2017 from the Eversource tax credit grant of \$400K in FYE 6/30/18 up from \$161K in FYE 6/30/17 would ease cash flow concerns.

The audit will begin August 28th, and it is expected that draft financial statements will be available for a late October meeting of the full Finance Committee.

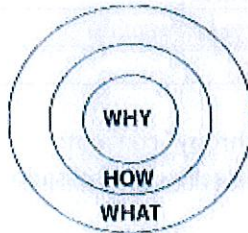
The meeting adjourned at approximately 10:15 am

DEVELOPMENT

**Hartford Area Habitat for Humanity
Revenue Development Workshop
Tuesday, July 11, 2017
5:30-8 pm
Minutes**

Participants: Mark Vasington, Emily Rivera, Karraine Moody, Rose Vigdal
Facilitator: Judith Green

- Introductions were made and stories shared.
- Providing the framework for a “culture of philanthropy” and “For Impact” roadmap
 - Judith presented the “**Golden Circle**” by Simon Sinek (TED Video)
http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html
 - “Inside Out” thinkers and innovators - the **WHY** of what you do – what is Hartford Area Habitat for Humanity’s “**WOW Factor**” message? Why do you exist?




- Start with the **WHY** - inner meaning/emotional gut level, where you want to connect with champions/partners/ investors and get them to invest and be loyal.
- Applying the “Good to Great” concept (Jim Collins)
 - The bus concept - getting the right people on the bus. Concept is to hire and retain staff and recruit/retain board members carefully and assess whether they are the right people on the bus and are they in the right seats. Are they used for their unique talent and are they contributing to the future vision of Habitat? Who is driving the bus? What direction are you going in?
 - The “Hedgehog Principle”
 - Understand what Habitat stands for (its core values) and why it exists (its mission and core purpose), its passion
 - Understand how Habitat can uniquely contribute to the people it touches, what it does best
 - Understand what drives your economic engine/resources
 - To be of maximum service requires a ferocious focus on your Hedgehog Concept. To do the most good requires saying “no” to pressures to stray, and the discipline to stop doing what does not fit (be a hedgehog, not a fox). Set BHAG (Big Hairy Audacious Goals). It takes discipline.
 - The “fly wheel” concept means that by relentlessly focusing everyone’s efforts on one point of leverage, you can really get the wheels spinning. Once you achieve momentum it’s critical to keep the movement moving forward.

Vocabulary Shift

Old Word	New Word
Not for Profit	<i>For Impact</i>
Charity	<i>Philanthropy</i>
Mission Statement	<i>Message</i>
Survival	<i>Vision</i>
Inform	<i>Involve</i>
Cultivation	<i>Communication</i>
On the Board	<i>On Board</i>
Competition	<i>Collaboration</i>
Donor	<i>Investor</i>
Ask for Money	<i>Present The Opportunity - PTO</i>
Meeting/appointment	<i>Visit</i>

Framework for Revenue Development—Suddes “For Impact” Roadmap

IMPACT		REVENUE
1. Simplify Message	1. Prospects	1. Predispose
2. Define Value Proposition	2. Engage Leadership	2. Present
3. Presentation	3. Focus	3. Follow Up

- Judith shared the “Culture of Philanthropy” concept:
 - Everyone in the organization acts as ambassadors/champions and is engaged in relationship building
 - Everyone promotes philanthropy and can articulate impact stories to tell/share the journey and message/mission
 - Fund development is viewed and valued as a mission aligned program of the organization
 - Organizational systems are established and maintained to support funders
 - The Executive Director and Board President are committed and personally involved in fund development
 - Board members are personally invested and financially supportive
- Engagement Tool
 - Judith shared samples of Engagement Tools (ET), they are storyboards based on the Disney concept of storytelling/sharing. They flow from top to bottom. The ET is for one-on-one visits with prospects; it is not a leave behind or marketing piece. It has three sections - top is the WHY (Impact statement/headline); middle section is the WHAT (three buckets/impact circles - what you do); and bottom section is the HOW (how will the prospect invest)...making “the ask”.
- Developing the message and story – WHY/headline of ET brainstorming ideas:
 - Through Shelter, We Empower
 - Ownership, stakeholders
 - Build a home...build a community
 - Build a home...build a life
 - Build a home...community...hope

- Value proposition/funding rationale; clarifying strategy including portfolio of funding sources
 - Is the desire to increase the budget over the next three years from \$5 million to \$6 million? Need to “do the math”, how do we justify that increase? What will that provide in terms of expanded programming, services, and staff capacity? What’s the true cost of investing in more families/homes? Judith and staff will work together on this.
 - Consider all sources of funds and what is the percentage of each revenue stream?

- Started to create the conceptual drawing of the ET (Judith will design the ET with staff and then with Impact Team)
 - **TOP** section – WHY does Habitat exist? The vision/headline might be “Through Shelter...We Empower”.
 - Will create a timeline with photos (need high resolution photos from staff) and use the stats for dialogue.
 - **MIDDLE** section – WHAT Habitat does: use the three pronged diagram from strategic plan – Build Community Impact, Build Sector Impact, Build Societal Impact
 - **BOTTOM** section – HOW can people invest/support? Will include some type of chart/graph that will show what is needed for the funding goals. Middle bottom section might include visionary ideas – what does Habitat look like when the funding goals are achieved? What future programs/offerings might develop and expand? Include some type of pyramid of what “the ask” will be – how many families/homes will they invest in?

- Created a sample gift chart of what is needed at each level to achieve the funding goals (depending on prospect list and capacity of people giving which will include additional grants, etc.). Will create a Master Prospect List (MPL) at next workshop and determine further how many investors at each level are needed. Sample below if we increase the budget by \$1 million:

4 gifts at \$50,000	= \$	200,000
8 gifts at \$40,000	= \$	320,000
10 gifts at \$25,000	= \$	250,000
14 gifts at \$10,000	= \$	140,000
<u>18 gifts at \$ 5,000</u>	<u>= \$</u>	<u>90,000</u>
Total		\$1,000,000

- Board, Impact Team, and staff roles in revenue development
 - Share your passion and authentic stories. Present The Opportunity (PTO). It’s not about the money, it’s about the IMPACT!
 - Board roles in revenue development include: Relationship Manager (RM), door openers, visitors, askers. We will develop a Master Prospect List (MPL) excel spread sheet at the next workshop that will explain the various roles in more detail.
 - Follow up and secure the investment – “thank before you bank”. The person who is the Relationship Manager (RM) is the one who should thank within 48 hours (an email and/or phone call), followed up with the official thank you letter. The RM also maintains contact with the investor during the year inviting to programs, builds, coffee, etc.

- Revenue development strategy and next steps (workshop dates, etc.)
 - **Second workshop** will be **Tuesday, August 15 from 5:30-7:30pm**. Will review/revise ET draft; create an ET dialogue guide; create a Master Prospect List (MPL); create additional tools such as introductory emails for door openers; commitment form for pledges, etc.

- **Workshops with board – Sept. 12 and 27.** Finalize the ET and dialogue guide, MPL, and other tools. Refine the strategy and further develop the revenue action plan with staff. Set up coaching sessions and start to schedule visits.

Nuggets to remember

PTO - Present The Opportunity

ROI - Return On Impact

ROE - Return On Energy

TTF - Today, Tomorrow, Forever

OPERATIONS REPORT

July Board Update

Finance and Development

- We closed on all six properties in June. Main Street (3 new construction), Cleveland, Waverly and Farmington (3 recycled properties).
- We maintained our 4 star rating from [Charity Navigator](#). This is our 4th year. This is important to potential donors because it evaluates the affiliate's fiscal management
- The Impact Team had our first meeting on July 11th with Netmark Associates/Judith Green. We will be finalizing our roadmap in August.
- Audit will begin on August 28th and they will be on site for about two weeks.

Construction and ReStore

- South Marshall is moving along with all roofs on the duplexes. Groups are currently siding, installing windows and subs are doing rough ins. All utility work will be completed by the end of the month.
- Foundations will be installed by the first week of August in East Hartford. Bliss and Moore (2 foundations)
- New Britain will have permits in two weeks and will have foundations in the ground by August 30th
- BAT will be in East Hartford, New Britain and Hartford.
- ReStore continues to meet daily sales, engaging more volunteers and maintaining expenses.

Family Services/Financial Freedom Center

- We will host our facilitator training in late August. August 30, 31st. Noon, 3pm and 6pm each day.
- Classes will be held in September, October and first half of November 2017.
- We are meeting with the condo owners in August and will have an update for the September board meeting.
- We met with United Bank to discuss our loan servicing agreement and will be making some changes to accommodate the bank.
- Lisa, Scott and I are scheduled to meet with Hartford Foundation for Public Giving regarding the three year operations grant on August 2nd.

Personnel

- On June 28th, our team including interns went to Adventure Rooms to finalize our communication/team building training.
- Kris McKelvie started with us on this past Monday and is our Director of Construction. Kris has several years of Habitat experience and will bring a high level of organization, planning and construction skills. Kris started his Habitat career with our affiliate as an Americorps member, then Construction Supervisor (completing South Marshall I).
- Rose Vigdal started with us on July 10th and will head our Individual Engagement. Rose has fundraising, event management and advocacy experience. She has raised thousand of dollars for Alzheimer's and will now bring those skills back to Habitat. Rose is also a homecoming for the affiliate; she managed our Stanley Store in New Britain for seven years.

Finally, we have four interns this summer.

- Rickwan is a high school student and is working with Construction.
- Sophia is an incoming freshman at Yale and she is working with Finance and the Development team.
- Nymiah is a junior at Central College. She is working with Tracy in Family Services.
- Brittany is a junior at Highpoint College and is working at the ReStore.

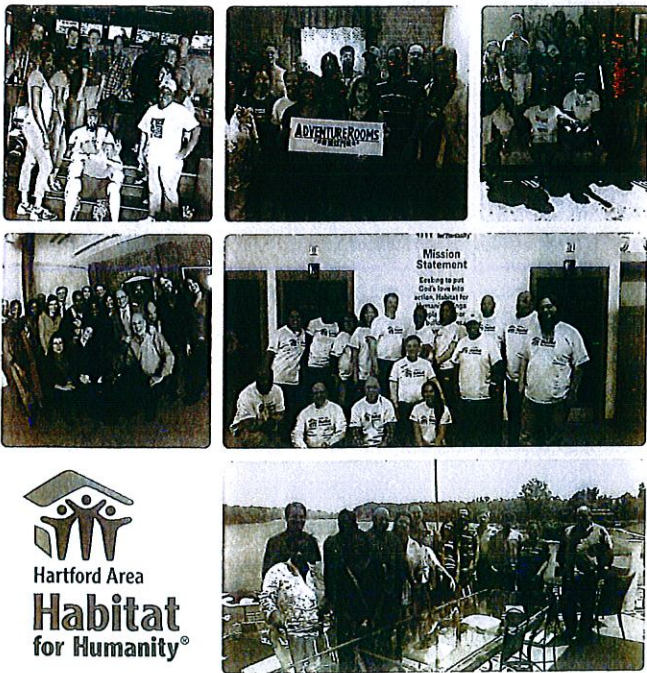
Affiliate Events-Mark your calendars

- August 28th-Golf Tournament and Cocktail Party
- September 6-Board Meeting
- September 12/27- Impact Team Presentation of Draft Road Map
- September 18-30 Build A Thon
- October 18-Volunteer Appreciation at Mark Twain 5pm-7pm
- December 5-Board Meeting at Town and County

Board Updates

- Congratulations! The board met Lisa’s generous challenge and donated \$5,000 to close out the fiscal year.
- Lisa, Tom, Don and Christina attended the Carter Work Project in Canada.
- Reminder that I have open availability during the week of July 31st to provide tours and have in depth discussions regarding the various arms of the Habitat mission. Feel free to reach out with a date and time. If that week doesn’t work then we can find another day.
- Current appointments/topics with Board members

<p>July 31st Noon</p> <p>Topic/Location not finalized yet.</p>	<p>August 1st 8am-10am (Open Time-just stop by)</p> <p>75 Charter Oak Office How to host a dedication or pitching the Habitat 101</p>	<p>August 3rd 10:00-Noon</p> <p>Tour ReStore and Habitat Neighborhoods (Bloomfield, Hartford, New Britain)</p>	<p>September 18 8:30-9:30am</p> <p>780 Windsor Street Financial Freedom Center</p>
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Visit Spotify to check out our staff Playlist of favorite songs!

Hope you enjoy!

August Board Update

Finance and Development

- We **maintained** our 4 star rating from Charity Navigator. This is our 4th year. This is important to potential donors because it evaluates the affiliate's fiscal management
- The Impact Team had second meeting in August with Netmark Associates/Judith Green. We will be finalizing our roadmap in August. (Mark, Emily and Billie serve on the impact team)
- Audit will begin on August 28th and they will be on site for about two weeks.

Construction and ReStore

- South Marshall is moving along with all roofs on the duplexes. Groups are currently siding, sheetrocking and prep for painting.
- Foundations installed in East Hartford. Bliss and Moore (2 foundations)
- New Britain will be installed in September.
- BAT will be in East Hartford and Hartford (South Marshall).
- ReStore continues to meet daily sales, engaging more volunteers and maintaining expenses.

Family Services/Financial Freedom Center

- We will host our facilitator training in late August. August 30, 31st. Noon, 3pm and 6pm each day.
- Classes will be held in September, October and first half of November 2017.
- We are meeting with the condo owners in August and will have an update for the September board meeting.
- We met with United Bank to discuss our loan servicing agreement and will be making some changes to accommodate the bank.
- Major grant application submitted to Hartford Foundation for Public Giving regarding the three year operations grant and will hear back by December.

Personnel

- On June 28th, our team including interns went to Adventure Rooms to finalize our communication/team building training.

Affiliate Events-Mark your calendars

- September 6-Board Meeting
- September 12/27- Impact Team Presentation of Draft Road Map
- September 18-30 Build A Thon
- October 18-Volunteer Appreciation at Mark Twain 5pm-7pm
- December 5-Board Meeting at Town and County

GOVERNANCE

GOVERNANCE

Chair

Position: **Chair**

Accountable to: **Board of Directors**

Description: The Chair, elected annually by the entire Board, works with the Executive Director, board, staff and community to further the organization's mission. The Chair influences how the board uses its time, the selection of board members and its future leadership. As the board ambassador, the Chair acts as a spokesperson to the larger community, speaking in public on behalf of the organization and advocating for the cause. By modeling appropriate behavior, the Chair sets high standards for board conduct and intervenes if conflicts of interest or confidentiality issues arise. The Chair also serves as the chair of the Executive Committee, which ensures that the board functions effectively and efficiently.

Expected Commitment:

Serve a minimum of one year. Commitment is approximately 10 hours per month including full board meetings, Executive Committee meetings, fund development activities, public relations activities, regularly meeting with the Executive Director, and preparation for all of these activities.

Responsibilities:

1. Calls and convenes regular meetings of the Board of Directors and the Executive Committee.
2. With the Executive Director and Executive Committee, sets the board meeting agendas which are focused on key strategic issues.
3. With the Executive Director and Secretary, ensures board resolutions are properly documented, passed and carried out.
4. Takes the lead in raising funds by making personal contributions and asking board members to do the same.
5. Attends (and helps organize) social functions to raise funds and maintain visibility in the community.
6. Working with the board's governance committee, recruits new board members whose vision aligns with the organization.
7. Appoints committee chairs and serves ex officio on committees.
8. Leads Executive Director and board member performance evaluations and succession planning and plays a crucial role in new board member orientation.
9. Seeks opportunities for continuing education for board members and mentors the next Chair

Qualifications:

1. Demonstrated commitment to the organization including having served on the board of directors and chaired at least one board committee. Ideally has served at least one year as an Officer.
2. Demonstrated understanding of the Habitat for Humanity mission and experience promoting it.
3. Ability to lead decision-making and maintain an objective focus.

Vice-Chair

Position: **Vice-Chair**

Accountable to: **Board of Directors**

Description: The Vice-Chair, elected annually by the entire Board, acts as the Chair in his or her absence and assists in carrying out the Chair's duties. Frequently the Chair may be assigned to a special project or area of focus to lend additional leadership to the organization

Expected Commitment:

Serve a minimum of one year. Commitment is approximately 4 hours per month including full board meetings, Executive Committee meetings, regularly meeting with the Chair, other duties and preparation for all of these activities.

Responsibilities:

1. Performs all duties of the Chair in his or her absence.
2. Assists the Chair in preparing for and performing his or her duties.
3. Regularly leads or participates in projects that will advance the organization's mission.

Qualifications:

1. Demonstrated commitment to the organization including having served on the board of directors and chaired at least one board committee.
2. Demonstrated understanding of the Habitat for Humanity mission and experience promoting it.
3. Ability to lead decision-making and maintain an objective focus.

Treasurer

Position: **Treasurer**

Accountable to: **Board of Directors**

Description: The Treasurer, elected annually by the entire Board, manages the board's review of, and action related to, the board's financial responsibilities. Works directly with the Finance Director or other staff in developing and implementing financial procedures and systems. The Treasurer also serves as the chair of the Finance Committee, which ensures that the organization remains financially healthy.

Expected Commitment:

Serve a minimum of one year. Commitment is approximately 10 hours per month including full board meetings, Executive Committee meetings, Finance Committee meetings, regularly meeting with the Executive Director and Finance Director, and preparation for all of these activities.

Responsibilities:

1. Ensures that appropriate financial reports are made available to and reviewed by the board.
2. Regularly reports to board on key financial events, trends, concerns, and assessment of fiscal health.
3. Chairs the Finance Committee and prepares agendas for meetings, including a year-long calendar of issues.
4. Selects and meets annually with the auditor in conjunction with the Finance Committee.
5. Ensures, through the Finance Committee, sound management and maximization of cash and investments.

Qualifications:

1. Demonstrated commitment to the organization including having served on the board of directors for a minimum of one year.
2. Demonstrated understanding of the Habitat for Humanity mission and experience promoting it.
3. Ability to lead decision-making and maintain an objective focus.
4. Demonstrated finance background, preferably with both accounting and strategic finance experience in complex organizations.

Secretary

Position: **Secretary**

Accountable to: **Board of Directors**

Description: The Secretary, elected annually by the entire Board, manages the proper creation, review and storage of all board records. Occasionally the Secretary may be requested by the Chair to lead or assist with other duties. The Secretary also assumes the responsibilities of the Chair in the absence of both the Chair and Vice Chair.

Expected Commitment:

Serve a minimum of one year. Commitment is approximately 4 hours per month including full board meetings, Executive Committee meetings and preparation for all of these activities.

Responsibilities:

1. Ensures the safety and accuracy of all board records.
2. Provides notice of meetings of the board and/or of a committee when such notice is required.
3. Oversees the creation of and review of accurate board and Executive Committee minutes.
4. Collects, shares with the board and ensures proper storage of all required sub-committee minutes and other documents that must be retained.
5. Assumes responsibilities of the Chair in the absence of the board Chair and Vice Chair

Qualifications:

1. Demonstrated commitment to the organization including having served on the board of directors for a minimum of one year.
2. Demonstrated understanding of the Habitat for Humanity mission and experience promoting it.
3. Ability to lead decision-making and maintain an objective focus.
4. Demonstrated finance background, preferably with both accounting and strategic finance experience in complex organizations.