



Board of Directors Meeting March 23, 2021

Call to Order	Stephen Westbrooks
Mission Moment	Linda Moen
Minutes of February 23, 2021 Meeting	Pattye Taylor-Phillips
CEO Report	Kimberly McKinney
Treasurers Report	Rob Anderson

Committee Reports:

Discussion of any requiring Board action and/or questions regarding written reports.

Other/Open Business

Adjournment of Full Board

Executive Session **as needed*

Adjournment of Full Board / Convene Small Group Discussion

MARK YOUR CALENDARS:

Upcoming Events

Tuesday, April 27, 2021

Board Meeting, 11:30 AM

Tuesday, May 25, 2021

Board Meeting, 11:30 AM

Tuesday, June 22, 2021

Board Meeting, 11:30 AM

“A world where everyone has a decent place to live”

Minutes from the meeting of the Board of Directors of
Habitat for Humanity Saint Louis (HFHSL)
February 23, 2021 Board Meeting Minutes

The following members of the Board of Directors and other interested parties participated in this Board meeting via conference call to avoid personal contact during the Covid-19 virus outbreak. Participants are listed below:

Stephen Westbrook	Pattye Taylor-Phillips	Paul Woodruff
Subash Alias	Ed Alizadeh	Rob Anderson
Amy Berg	Marisa Botta	Jared Boyd
Jim Del Carmen	Anna Hart	Malaika Horne
Emily Martin	Linda Moen	Kimberly Batteast Moore
Chris Roetheli	Steven Scott	Floyd Simms
Lauren Talley	Josh Udelhofen	Nat Walsh
Paul Woodruff	Matt Guymon	Bob West
Howard Smith	Linda Loewenstein	Marc Hirshman
Kimberly McKinney		

Stephen Westbrook called the meeting to order at 11:33 am.

Mission Moment: Linda Loewenstein shared her thoughts about what “home” means to her. Last spring, she moved back into her childhood home in Affton to care for her ailing mother. Her Mom lived in the home for 64 years. She recently passed away and the house was sold. She began to think about what made the house so special. She had great memories of time spent with family, where she felt secure, comfort, memories of her neighborhood and love. In reflecting on Habitat’s work, Linda began to reflect... is Habitat building homes for families, or giving families the opportunity to create memories? Perhaps we are giving them both.

Minutes: A motion to approve the minutes from the January 26, 2021 Board of Directors meeting was made by Amy Berg and seconded by Todd Gibson. The motion was approved.

CEO Report:

Kimberly thanked Linda Moen, Floyd Simms, and Steven Scott for the various introductions that they had made to help Habitat broaden our message.

The Spring/Easter Appeal is slated to be sent to be hand signed and sent to approximately 300 donors on March 12th.

Grants – In addition to the grants listed last month, applications have been submitted to St. Louis Philanthropic Org (\$10K), and Ladue Chapel (\$10k). Awaiting the opening of multiple grant hubs as we enter “grants season”.

Third party benefit – For the 3rd time in 2 years we have been selected as a regional Target Circle Partner. Shoppers using the Target app can vote for Habitat Saint Louis as a quarterly partner to receive donation dollars from Target Corporate. 2020 voting rounds resulted in donations of \$3985 and \$5399. Outside social media posts, this is completely passive 3rd party fundraising income.

Keystone Partners/Build Benefits – In a hopeful sign of times to come, Harper has shared that she has had an increase in calls with corporate donors interested in discussion of 2021 build opportunities as contributors through the Keystone program.

Program:

Neighborhoods/Home Construction/Homebuyers:

La Saison: Work continues on houses 3,4, and 5 with closing(s) still slated for March for Houses 2 and 3.

Gate District (across from Tiffany): 5 homes, \$285,800; House 3 which was the site of the KMOV build is slated to close in April. Houses 1 and 2 are under roof with rough in of plumbing and HVAC underway. Footing/Foundation work for Houses 4 and 5 as an in-kind contribution being generously donated by CCDI, Clayco and Geotechnology have been delayed due to weather issues.

Lookaway Phase 2-7 homes, \$446,751: House 1, 711 Lookaway Court is permitted. Bid work has begun with a goal to break ground on this house no later than May and for it to be completed and sold by year end. 3 of 7 houses remain sold. Additional homes will come online as volunteers can return.

Art Place Initiative (API): Construction work on House #1 continues, with House 2 in development/design. As a fee-based service, Habitat will be assisting with the scoring of applicants the week of February 22.

Future Builds:

Tiffany Phase 3 – 3 homes, \$216,287. As approved in November, this property is under contract to be sold based on market rate interest, a home design that is expensive to build (based on Tiffany II) and less subsidy dollars than Tiffany II. The sale is contingent on unwinding Tiffany III property expenses (less than \$11K) from a 2017 New Market Tax Credit transaction.

Those listed below represent no change from the January report:

University City Phase 3 – 3 homes, \$400,150:

Old North St. Louis Phase 3 – 3 homes, \$270,000. CDA has notified us of a possible sound issue related to the sites identified (and funded), awaiting their review. Site is immediately adjacent to homes built previously on Clinton.

API II – The Affordable Housing Trust Fund request of \$448k requested for a second phase of seven units of affordable homeownership, again in partnership with Kranzberg Arts Foundation was not funded citing a need for additional progress to be made on phase one. The application will be resubmitted as part of the fall 2021 NOFA.

Bevo III – The application for funding submitted for the planned 2021 KMOV Home 4 the Holidays Build was funded \$49,000 from the Affordable Housing Trust Fund. This is a single unit at 4314 Itaska St.

Management/General/Covid 19

Staff Updates – There has been no change to those who remain on reduced hours/salary and the State of Missouri Shared Work Program (all RD, all Family Services, most ReStore staff and Kimberly). Although the 2021 budget was based on a return of all staff to full time salary as of second quarter, documentation with the State of Missouri to extend the Shared Work Program which currently ends March 27, 2021 as a safeguard.

3830 South Grand: As part of the solar canopy installation, work is underway to identify a Habitat homeowner or homeowner youth for the union apprenticeship being offered as a part of the program. Thank you to Emily Martin for providing this opportunity.

Board Governance – Kimberly encouraged Board Members to complete Board Forms and Commitment documents and return them to her as soon as possible.

February Small groups met after the conclusion of meeting of the entire board. Small groups were organized to begin conversation around Board Diversity including:

Is our organization's reputation being positively or negatively impacted by our board's current composition vis-à-vis diversity?

If someone were to make assumptions about our organizational values based on our board composition, what would they likely think?

If we were to make a deeper commitment to diversity, and equity, what would that mean for our mission our work, and the people we serve?

Background information from Board Source: At the most fundamental level, who serves on a board impacts how it functions and the decisions it makes. While board composition is not one-size-fits-all, a board that is homogeneous in any way risks having blind spots that negatively impact its ability to make the best decisions and plans for the organization. The blind spots created by a lack of racial and ethnic diversity are particularly concerning, as they may result in strategies and plans that ineffectively address societal challenges and inequities, or even reinforce them.

The levels of board diversity have largely remained unchanged since 1994.

- In 2017, 90% of chief executives and 84% of board members report as Caucasian.
- In 2017, 27% of boards identify as all white. This compares to 25% in 2015.
- Since Board Source began tracking diversity data through this study in 1994, people of color and ethnic minorities have never represented more than 18% of board membership.

Rob Anderson provided the Treasurer's report, which included an overview of the January 31, 2021 dashboard. With the departure of Dan Cierpiot, financial leadership is transitioning to Irena. The transition is going well. The first finance meeting (after Dan's departure) was held last week. The build activity will be dependent on how fast people are vaccinated and restrictions are lifted related to volunteers on site. PPP1 loan forgiveness was approved (loan & interest) in January 2021. Additionally, PPP2 loan (\$434,923) was received on January 26, 2021 with Peoples Bank and expectation is that it also will be forgiven.

Prior to the board breakout group sessions scheduled at the end of the board meeting, Kimberly was asked about the diversity of the 2021 Board.

The 2021 Habitat-St. Louis board is comprised of 62% male/38% female, and 66% white/34% people of color.

There being no further business for the entire board, the meeting adjourned at 11:51am. The motion was made by John Short and seconded by Amy Berg. The motion was approved. Board Members reconvened into 1 of 4 discussion groups (hosted by Amy Berg, Chris Roetheli, Stephen Westbrook, and Marc Hirshman) meeting via conference and/or video call from Noon to 12:30 pm.

Respectfully submitted: Pattye Taylor-Phillips, Board Secretary

Habitat for Humanity Saint Louis Dashboard
as of February 28, 2021

RESOURCE DEVELOPMENT	February	YTD	Notes:		
New Donors	11	27			
New Keystone Benefit Members (\$1500+ Annually/Mission Support)	0	1			
Build Benefits Pledged	NA				
Build Benefits Recd To Date	\$9,600	\$9,600			
Renewed Donors	64%				
BOD Funds Pledged	\$39,650	\$39,650			
BOD: Funds Received	\$5,500	\$5,900			
BOD % Giving	24%				
BOD Meeting Attendance	74%				
PROGRAM					
Homes Under Construction	9				
Homes Closed	0				
Average Cost / Closed Home	0				
Future Build Sites Available	17	5 LaSaisonII, 7 Lookaway, 1 Bevo, 2 Gate Dist., 2 UCity			
Applicants Pipeline	53	200+			
Mortgage Loan Fund Balance	\$ 2,590,000	Midland/1st Bank (first 5 comp.), Royal 1, Citizens National/Sterling 5 each			
RESTORE	YTD Actual	YTD Budget	% Annual Budget Notes		
Revenue RSS	\$ 58,089	\$ 50,198	116% \$461,986		
Revenue RDP	\$ 83,658	\$ 80,065	104% \$ 621,381.00		
ReStore P/L	\$ 28,403	\$ (18,025)	\$ 259,180.00		
# of Donations	372	138 Pick Ups/Drop Offs: 42 RSS and 192 RDP			
FINANCIALS					
Total Income	\$ 823,175	\$ 249,051	330%	\$8,562,786	
Home Construction	\$ 25,529	\$ 20,881	122%	\$2,999,225	CIP = \$1,253,414
Operating	\$ 230,887	\$ 348,914	66%	\$2,902,433	
ReStore	\$ 171,656	\$ 208,228	82%	\$2,431,074	
Total Expense	\$ 428,072	\$ 578,083	74%	\$8,332,732	
Net Profit/Loss	\$ 395,643	\$ (329,032)		\$230,055	
	YTD 2021	YTD 2020	Change		
Year/Year Change in Cash	\$ 179,876	\$ 55,469	\$	124,407	
Year/Year AP	\$ 857,814	\$ 1,155,506	\$	(297,692)	
Year/Year Debt	\$ 1,194,473	\$ 1,245,427	\$	(50,954)	Inc PPP2/\$434,982

Habitat for Humanity Saint Louis Board of Directors Meeting
Tuesday, March 23, 2021
CEO Report

Success and Shout Outs!

Resource Development

Individual Giving

Individual donors represent the largest area of growth and untapped wealth for our affiliate. However, these donors often require a personal connection and creativity to engage and start giving.

How do we do this and where can we use your ideas and engagement?

More on Individual Donors now:

- 35 monthly “*Brick by Brick*” donors (\$8700 annually).
- An average of 1,000 non-corporate donors annually who may be contacted up to 3 times a year through targeted appeals; summer match, winter appeal, and either a spring or fall appeal depending on giving history. We pay very close attention to preferences on being contacted and factor this into # of contacts yearly.
- If the donor has opted into emails, they receive a monthly “*Habitat Happenings*” e-newsletter providing updates on the organization, build updates, and upcoming events. The E-newsletter goes out to 11,000 households with an open rate of about 16% (average by industry standards).
- Donors who are lapsed (have not given in a certain time frame) receive a passive postcard without a financial ask as a reminder Habitat is here and working in their community.

For Discussion:

- How do we increase monthly “*Brick By Brick*” donors? What are some ideas to recognize and incentivize monthly donors? What would be/is important to you as an individual donor?
- Family Foundations are generally governed by a small group or individual. Are you connected to any charitable family foundations? Do you have a personal connection at a family foundation? Specifically, on the prospect list for Habitat Resource Development Staff are - James S McDonnell Foundation, Potter Foundation, or Alberici Foundation. If you do not know anyone with these foundations, are there others that you would like for us to research?

And **an important reminder**, especially when speaking with individuals, they may respond that they already support Habitat for Humanity but...do they mean locally or HFHI? If you are comfortable doing so, please ask if they are donating locally if that is where they want their donations to build – or you can reach out to RD staff (Harper or Deirdre) who can query our donors and assist in developing outreach if they are not currently giving locally.

Spring/Easter Appeal

Arriving in mailboxes – week of March 15th. As we discuss individual donors, the text of the appeal follows.

March 12, 2021

Dan Donor
1234 Main Street
St. Louis, MO 63100

Dear Dan,

A year ago, to the date, I met with City leaders and board members of Habitat for Humanity Saint Louis to discuss the best way for our mission to move forward as the city was beginning to shut down non-essential services to fight the spread of an enemy we knew so little about. I was afraid for our mission and for the people we serve. Would we be able to continue to build? Would the families waiting for their Habitat home be able to shelter safely in spaces that were inadequate for their needs until we could get them into their new homes? How would we find the funds to remain open?

What I have witnessed since that day is that people are resilient – *our mission is resilient*. While our build schedule has slowed down a bit with just a skeleton crew on site, we have refocused some of our energies on helping families already living in their Habitat homes to find resources for educating their kids online. We've even provided help when we can for families who lost income during the pandemic. Potential homebuyers are continuing to work toward their goal of homeownership, and we are assisting wherever we can to help keep them as safe and comfortable as possible while they await their turn to move into their Habitat homes. Our ReStores are providing affordable building materials in a time when maintaining our homes has never been more important. Like everyone else, we adapted.

In just days, two families will close on their homes in LaSaison, where they will have a safe place to live as the pandemic subsides...and then, for the rest of their lives. We've got 7 homes currently under construction, and 7 more just waiting until we can safely bring volunteers back to help with the considerable workload. And, if all goes according to plan, *16 families will have closed on their homes by the end of 2021*, starting a hopeful chapter of greater stability now and for future generations!

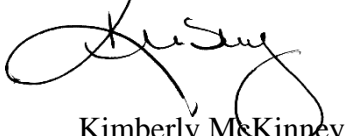
Your generous and unfailing support during this challenging time makes all the difference in the world. You helped us survive the worst of the pandemic...and now I need your help to get us on track for a new year with big plans. Families in need are counting on us, and in turn, I'm counting on you. Any gift you can share – whether it's enough to buy a doorknob or enough to buy a whole door – makes a difference for families who simply want a safe and affordable place where they can thrive. Please only give as you are able – I would never ask you to sacrifice your own financial health to support our mission. But if you can share a contribution today, know that you are changing lives and neighborhoods for the better in St. Louis, one family at a time.

I have one last request: if you are a person of faith, please keep the families in our community currently living in substandard housing in your prayers and meditations. The pandemic has been especially

difficult for families living in poverty in our region. I'm grateful to you for helping to ease their burden through your thoughts, resources, and actions.

So much has happened in a year – and what I've seen time and time again these past twelve months is a community that is rising to the occasion and working with each other to create a future when we will be able to walk freely through our streets again, embracing and laughing with those we love. Until that time, know that I am deeply grateful to you for all that you have done and continue to do to help those in need during the pandemic. I wish you safety, peace, and health - now and throughout the year ahead.

Sincerely,



Kimberly McKinney
CEO

P.S. Please remember that if you want your gift to stay in the St. Louis community, it is important to make your gift directly to our local office! I've enclosed a return envelope with this letter to make it easy to share a contribution if you wish. Again, thank you for helping us build homes, communities and hope in St. Louis!

Grants

Recent submittals or in process include applications to ESCO and Graybar.

Program

Neighborhoods/ Home Construction/Homebuyers

La Saison: Work continues houses 3, 4 and 5 with closing(s) still slated for late March for house 2 and early April for house 3. Documentation to close on acquisition of Phase 2 lots is ongoing.

Gate District (across from Tiffany) - 5 homes, \$285,800: House 3 which was the site of the KMOV build is slated to close in April. Houses 1 and 2 are under roof with rough in of plumbing and HVAC underway. Footing/Foundation work for Houses 4 and 5 as an in-kind contribution being generously donated by CCDI, Clayco and Geotechnology has been delayed due to weather issues.

Lookaway Phase 2 – 7 homes, \$446,751: House 1, 711 Lookaway Court, is permitted. Bid work continues by year end. 3 of 7 houses remain sold – additional homes will come online as volunteers are allowed to return.

Art Place Initiative (API): Construction work on House 1 continues with a spring completion anticipated. House 2 is now also under construction. API has provided seven applicants for Habitat Family Service staff to review and score.

Future Builds:

Tiffany Phase 3 As approved in November, this property was SOLD! Much appreciation to Smith and Associates (Donna Smith and Jill Gilbert) for their assistance.

API II – In partnership with API, an application was submitted to CDA in response to the Spring NOFA.

Those listed below represent no change from the January report:

University City Phase 3 – 3 homes, \$400,150: No change.

Old North St. Louis Phase 3 – 3 homes, \$270,000. CDA has notified us of a possible sound issue related to the sites identified (and funded), awaiting their review. Site is immediately adjacent to homes built previously on Clinton.

Bevo III – The application for funding submitted for this planned 2021 KMOV Home 4 the Holidays Build was funded (\$49,000) This is a single unit at 4314 Itaska St.

From Family Services: Family Services Department has spent the last couple of months prepping buyers. This is a broad statement, so to narrow we have been attempting to reconnect with the 200+ applicants that did not followed through with their credit repair plan. This will allow us to potentially fill the gap of need and affordability with families that have not grasped the *hope* around homeownership. Since the construction build has slowed down due to the environmental restrictions, Family Services Committee agreed that we would not accept new applications presently. With the number of applicants, we already have in our pool vs the projected number of completed homes over the next two years we can devote more energy into education and long-term planning with unbankable (not MLP ready) families. The virtual education will include 5-6 weeks of financial education, computer literacy targeting seniors, hands-on construction from a distance (Zoom DIY), racial awareness dialogue circles and lawncare and gardening with a master gardener. We are also working to get the Informational workshop videotaped and translated into several different languages. Once complete the hope is these can be uploaded to the website.

Our team of course continues to stay connected with many of the 400 homeowners already in their homes. The pandemic has rekindled relationships with a handful of buyers that grew apart from our program. The reconnections were not necessarily because they needed us but simply to circle back for peace of mind that everyone was doing well. Since our program targets the working class, many of our homeowners hold “essential worker” positions and thus had and continues to be on the frontline with Covid19. This has had a mixed impact on families. Some owner’s income has increased with little to no effect on their families while others had to juggle decreased hours and increased potential exposure to the virus. As the pandemic has shown a bright light on the systematic issues of poverty, racism, and classism, many our partner families and their children have tested positive for Coronavirus and/or had to bury loved ones.

There have not been any additional buyers approved for the program since the last report; LaSasion and Gate District remain sold out and we have 3 buyers for Look Away. Our team is working with the Art Place Project and next week will be processing their 7+ applications for credit checks, DTI, and affordability.

Management/General/Covid 19

Staff Updates

Documentation to extend the Shared Work Program which would have expired on March 27, 2021 has been submitted to the State of MO and approved.

Phil Ebeling, an Associate at ReStore Des Peres, has been named the manager for ReStore South Side. Plans are underway to return ReStore to 6 day/week operations (open every day but Monday) as of April 6th but to do so while maintaining employee hours at a level that allows most to continue in the Shared Work plan.

Board Outcomes

Thank you for the responses and information shared as part of the January (Getting to Know You) and February (Board Diversity) small group topics. The feedback from these discussions is being used in a variety of ways – as an example, as a Strategic Topic for future meetings (Individual Giving – March) or as information being provided to you (a map of Habitat homes – see link below) – or summarized for next steps and additional conversations.

<https://batchgeo.com/map/853bfdbe860f3334c77c6ffeb8493311>

Please note that above is for board/internal use only as it includes specific buyer information.