



**Board of Directors Meeting,  
August 23, 2022**

**Microsoft Teams meeting**

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Phone Conference ID: 267 577 321#

Call to Order	Stephen Westbrooks
Mission Moment	Kevin Wilson
Minutes of June 28, 2022 Meeting	Kimberley Batteast-Moore
Treasurers Report	Rob Anderson
Strategic Topic	Site Selection Process and Update Michael Powers Real Estate Development Manager
CEO Report	Kimberly McKinney

**Committee Reports:**

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

**Other/Open Business**

**Adjournment of Full Board**

**Executive Session**

**Adjournment**

**MARK YOUR CALENDARS:**

*Upcoming Events*

Tuesday, September 27, 2022

**Board Meeting, 11:30 AM**

Tuesday, October 25, 2022

**Board Meeting, 11:30 AM**

Tuesday, November 22, 2022

**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)  
June 28, 2022

The following members of the Board of Directors and other interested parties participated in this Board meeting via conference call and in person. Participants are listed below:

Stephen Westbrooks	Abby Kepple	Pattye Taylor-Phillips
Floyd Simms	Lance Cage	Kimberley Batteast-Moore
Jim Del Carmen	Matt Guymon	Malaika Horne
Linda Moen	Steven Scott	Tiffany Harvey-Horton
Todd Gibson	Lauren Talley	Marc Hirshman
Paul Woodruff	Linda Loewenstein	Howard Smith
Nat Walsh	Bob West	Kimberly McKinney

Stephen Westbrooks called the meeting to order at 11:30 am

Mission Moment: Jeff Dowd from the Chicago office at Cohn Reznick Jeff enlightened us on his experience about fear, and how fear being your best friend and how fear can also be controlling. Jeff also spoke about everyone coming together and building. He shared his inspirational wishing and moments of common ground and enjoying the July Fourth Holiday.

Minutes: A motion to approve the minutes from the June 28<sup>th</sup>, 2022, Board of Directors meeting was made by Matt Guymon and seconded by Todd Gibson. The motion was approved.

Stephen Westbrook introduced Josh Smith he is the new Director of Construction. Josh is currently working part time at Habitat, overlapping with Kyle Hunsberger. He will become full time in early July.

Treasurer's Report: In Rob's absence, Kimberly asked members to review the as of May 2022 dashboard in packets and shared that the focus of the Finance Committee during their June meeting was the audit presentation.

#### Strategic Topic:

Jeff Dowd with Cohn Reznick, along with Marcin Jasinski, attended to present the 2021 Audit. He shared that the Finance Committee reviewed the audit last week and met with auditors in Executive Session. The Finance Committee recommended acceptance of the audit to the board. Jeff reviewed various portions of the Business Performance Analysis including the accounting guidance updates, the various strengths and accomplishments, and opportunities for improvement. Jeff shared that support and revenues as well as expenses had increased from prior year with an overall increase in net assets of \$305,566. He also shared that 85% of organizational expenses is in program services. Following discussion and questions, a motion was made by Nat Walsh and seconded by Todd Gibson for the board to accept the audit. The motion was approved unanimously.

#### CEO Report:

Before presenting her report, Kimberly welcomed all members especially those who were able to attend in person, noting that it was the first in person meeting since February of 2020. As a success and shout out, she thanked Nat Walsh who is working with Harper Zielonko on one of the Resource Development asks by assisting with a title agency industry challenge.

Kimberly provided updates to her written report including an update on the Itaska closing delays before returning to the minor home repair and HFHI portion, both of which required board action.

Minor Home Repair: HFHSL has been selected to receive a renewable 3-year grant from the City of St. Louis to launch and manage a minor home repair program for low-income homeowners. The \$280,000 (first year) award will allow for the hiring of at least two additional staff members, as well as equipment and materials needed to serve an estimated 140 households in the first 12-months. Year One fund estimates include salaries and benefits of \$164,500 (new and partial existing), Reimbursables (warehouse space, vehicles of \$30,000, supplies and materials (related to home repair) \$60,000, Contractor's Fee of \$25,500. HFHSL families in need of repairs could qualify for the program if they are current on their taxes and mortgage. Unlike Healthy Home Repair, where the administrator's role is primarily selecting and managing sub-contractors for larger "critical" repairs homeowners need – roof replacements, hot water heater swaps, faulty electrical, etc., the Minor Home Repair program is focused on non-permitted work, like painting, stair and banister repair, leaky faucets, swapping out fixtures or replacing a thermostat. After discussion and questions, a motion to approve the participating resolution made by Lance Cage and seconded by Todd Gibson was approved unanimously.

HFHI: As shared in prior reports and minutes, Habitat for Humanity International through a Collaborative Operating Model taskforce has proposed a structure "Habitat 2.0" that would replace the current SOSI fee and give money raised by them via direct marketing (less fundraising costs) back to affiliates. Since the conference in March 2022, HFHSL numbers are as follows:

Average cash transfer by affiliate size (from HFHI to affiliate: 2019 - 2021) - \$908,000.

HFHSL average cash transfer (same years as above): \$94,824

Average amount raised in GSA of comparable size: \$251,224

Average amount raised in STL: \$531,712

Under the currently proposed Habitat 2.0 model –

Cash transfers from HFHI to Habitat Saint Louis = \$372,482 which represents the three-year average of \$70,021 + \$302,461 (the three-year average of amount raised less HFHI Cost to Fundraise projected to be \$229,251).

Habitat Saint Louis would pay a fee of \$310,371 which represents four "levers" – (1) Population based at .20 cents per person in GSA, (2) Revenue based at 1% of revenue line item in 990, (3) Production Credit, (4) Area Media Income adjustment (none for St. Louis). For a net of \$62,111 (and a "loss" over the current amount of \$32,713).

A group of affiliate leaders have drafted a letter asking Habitat for Humanity International to rethink the process behind determining this fee. The text of the most recent letter along with a preamble drafted by EJ Thomas from the Columbus Ohio affiliate was provided as part of the board packet. While the letter has not been broadly distributed, over 40 affiliates have already signed on including Greater Birmingham (Charles Moore) and Habitat for Humanity MS Gulf Coast (Chris Monforton) – both of were also on US Council at the same time as Kimberly. The projected date for the letter to be sent is June 30th.

Kimberly shared that while she does not necessarily agree with all the "pain points" referenced, she, along with the Executive Committee, agree enough to advocate for signing – if nothing else, it would hopefully pause the process currently slated to begin July 2024 and hopefully send a signal to HFHI that more work is needed. As it will be sent by some affiliates regardless of whether we sign on or not, the greatest risk equally exists regardless – and that is that if this issue somehow creeps into the media. Following questions and discussion, a motion to authorize Kimberly to sign the letter on behalf of Habitat Saint Louis was made by Malaika Horne, seconded by Todd Gibson, and approved unanimously.

There being no further business. Stephen Westbrook made a motion to adjourn the meeting at 12:55 pm, seconded by Matt Guymon, the motion to adjourn was approved by the Board.

Respectfully submitted Kimberley Batteast-Moore

Habitat for Humanity Saint Louis Dashboard  
as of June 30, 2022

RESOURCE DEVELOPMENT	June	YTD	Notes:		
New Donors	6	41	As of June 2021: 96		
New Keystone Benefit Members (\$1500+ Annually/Mission Support)	4	28	As of June 2021: 39		
Build Benefits Pledged	\$19,500	\$143,000	As of June 2021: \$186,500		
Build Benefits Recd To Date	\$3,000	\$105,015	(\$146,751) Not all groups go through pledge proces		
Renewed Donors	33%				
BOD Funds Pledged	\$0	\$30,800	As of June 2021: \$39,650		
BOD: Funds Received	\$250	\$21,200	As of June 2021: \$35,250		
BOD % Giving	7%	52%	As of June 2021: 69%		
BOD Meeting Attendance	66%				
<b>PROGRAM</b>					
Homes Under Construction	6		Not including API / API +3		
Homes Closed	0				
Average Cost / Closed Home	n/a				
Future Build Sites Available	17		4 or 5 LaSaisonII, 6 Lookaway, 3 Gate Dist., 3 UCity		
Applicants Pipeline	NA				
Mortgage Loan Fund Balance	\$4,090,610		Both Royal Banks and FirstBank renewed with a second \$1 mill each		
<b>RESTORE</b>	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>%</b>	<b>Annual Budget</b>	<b>Notes</b>
Revenue RSS	\$ 232,602	\$ 275,000	85%	\$550,000	Sales Only
Revenue RDP	\$ 208,700	\$ 307,500	68%	\$ 615,000	
ReStore P/L	\$ 103,106	\$ 174,415	59%	\$ 483,241	
# of Donations	668	165 Pick Ups/Drop Offs: 50 RSS and 450 RDP			
<b>FINANCIALS</b>					
<b>Income:</b> Mission Support	\$ 447,292	\$ 551,565	81%	\$1,281,750	
Program	\$ 323,748	\$ 877,845	37%	\$3,949,303	
ReStore	\$ 1,133,261	\$ 1,398,315	81%	\$3,084,205	
Management General	\$ 120,307	\$ 117,288	103%	\$382,745	
Other					
<b>TOTAL INCOME</b>	<b>\$ 2,024,608</b>	<b>\$ 2,945,013</b>	<b>69%</b>	<b>\$8,698,003</b>	
<b>Expenses:</b> Home Construction	\$ 75,350	\$ 559,268	13%	\$3,187,635	CIP = \$916,685
Operating	\$ 1,092,282	\$ 1,284,864	85%	\$2,893,983	
ReStore	\$ 1,030,155	\$ 1,223,900	84%	\$2,600,964	
<b>TOTAL EXPENSES</b>	<b>\$ 2,197,787</b>	<b>\$ 3,068,032</b>	<b>72%</b>	<b>\$8,682,582</b>	
<b>Net Profit/Loss</b>	<b>\$ (173,179)</b>	<b>\$ (123,019)</b>		<b>\$15,421</b>	
	YTD 2022	YTD 2021		Change	
Year/Year Change in Cash	\$ 136,835	\$ 280,027	\$	(143,192)	
Year/Year AP	\$ 372,173	\$ 777,776	\$	(405,603)	
Year/Year Debt LT	\$ 3,233,706	\$ 3,273,642	\$	(39,936)	
Year/Year Debt ST	\$ 805,101	\$ 1,114,358	\$	(309,257)	

Habitat for Humanity Saint Louis Dashboard  
as of July 31, 2022

RESOURCE DEVELOPMENT	July	YTD	Notes:		
New Donors	2	43			
New Keystone Benefit Members (\$1500+ Annually/Mission Support)	2	30			
Build Benefits Pledged	\$7,000	\$150,000			
Build Benefits Recd To Date	\$7,100	\$112,452			
Renewed Donors	42%				
BOD Funds Pledged	\$0	\$30,800			
BOD: Funds Received	\$7,750	\$28,950			
BOD % Giving	14%	52%			
BOD Meeting Attendance	66%				
<b>PROGRAM</b>					
Homes Under Construction	6		Not including API / API +3		
Homes Closed	0				
Average Cost / Closed Home	n/a				
Future Build Sites Available	17	4 or 5 LaSaisonII, 6 Lookaway, 3 Gate Dist., 3 UCity			
Applicants Pipeline	NA	700+	See note in CEO report		
Mortgage Loan Fund Balance	\$4,090,610	Both Royal Banks and FirstBank renewed with a second \$1 mill each			
<b>RESTORE</b>					
	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>%</b>	<b>Annual Budget</b>	<b>Notes</b>
Revenue RSS	\$ 266,273	\$ 328,000	81%	\$550,000	Sales Only
Revenue RDP	\$ 257,652	\$ 365,500	70%	\$ 615,000	
ReStore P/L	\$ 111,861	\$ 203,548	55%	\$ 483,241	
# of Donations	660	146 Pick Ups/Drop Offs: 50 RSS and 464 RDP			
<b>FINANCIALS</b>					
<b>Income:</b> Mission Support	\$ 486,023	\$ 658,315	74%	\$1,281,750	
Program	\$ 331,467	\$ 895,918	37%	\$3,949,303	
ReStore	\$ 1,338,234	\$ 1,651,693	81%	\$3,084,205	
Management General	\$ 142,096	\$ 136,863	104%	\$382,745	
Other					
<b>TOTAL INCOME</b>	<b>\$ 2,297,809</b>	<b>\$ 3,342,762</b>	<b>69%</b>	<b>\$8,698,003</b>	
<b>Expenses:</b> Home Construction	\$ 60,180	\$ 568,979	11%	\$3,187,635	CIP = \$978,808
Operating	\$ 1,294,368	\$ 1,489,423	87%	\$2,893,983	
ReStore	\$ 1,226,373	\$ 1,448,145	85%	\$2,600,964	
<b>TOTAL EXPENSES</b>	<b>\$ 2,580,921</b>	<b>\$ 3,506,547</b>	<b>74%</b>	<b>\$8,682,582</b>	
<b>Net Profit/Loss</b>	<b>\$ (283,112)</b>	<b>\$ (163,785)</b>		<b>\$15,421</b>	
	YTD 2022	YTD 2021	Change		
Year/Year Change in Cash	\$ 219,752	\$ 232,320	\$	(12,568)	
Year/Year AP	\$ 334,400	\$ 763,056	\$	(428,656)	
Year/Year Debt LT	\$ 3,230,241	\$ 3,270,287	\$	(40,046)	
Year/Year Debt ST	\$ 831,409	\$ 1,144,189	\$	(312,780)	

**Habitat for Humanity Saint Louis Board of Directors Meeting  
Tuesday, August 23, 2022  
CEO Report**

**Success and Shout Outs!**

**Resource Development**

**August Asks**

- Seeking blog posts: What brought you to Habitat and what keeps you with the mission? Would love to share your story for a blog post. Know anyone who used the Restore deconstruction process and wants to talk about it? Reach out to Harper.
- Our weekday crew challenge to match \$40,000 will drop in early September. Local investment is more important than ever, so please continue to share posts to ensure we meet our \$40,000 goal.
- Let's make connections! Is there a business contact you could invite to a worksite in the coming months for a tour and introduction? Not sure how to introduce someone to Habitat? Let us do some of the leg work, all you need to do is open the door. The KMOV Home 4 The Holidays build is right around the corner, and nothing highlights what we do better. Start making a list and coordinate with Harper to set up a time to make an onsite impression.

**Program**

**Neighborhoods/ Home Construction/Homebuyers**

**CDA = Community Development Administration, HOME funds.**

**AHTF = Affordable Housing Trust Fund**

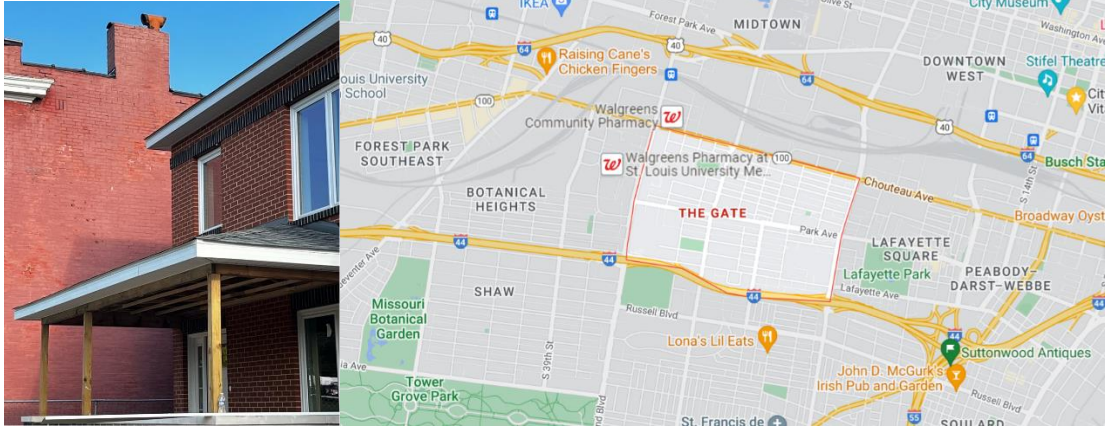
**Minor Home Repair**

Documents with the City continue to be circulated - from CDA to City Counselor 7/26, to Comptroller's Office 7/28 which is where they remain, from the Comptroller's office the docs will make the last stop at the Records office). A contract cannot be extended until it is fully executed. Once finalized, we will publicly advertise the position (Home Repair Superintendent).

**Gate District –**

**3427 Park Avenue, 63104 (as sample address, 5 homes total in first phase/ 3 of 5 homes closed in December) / 3 blocks east of Grand (\$69,860/house in AHTF subsidy).**

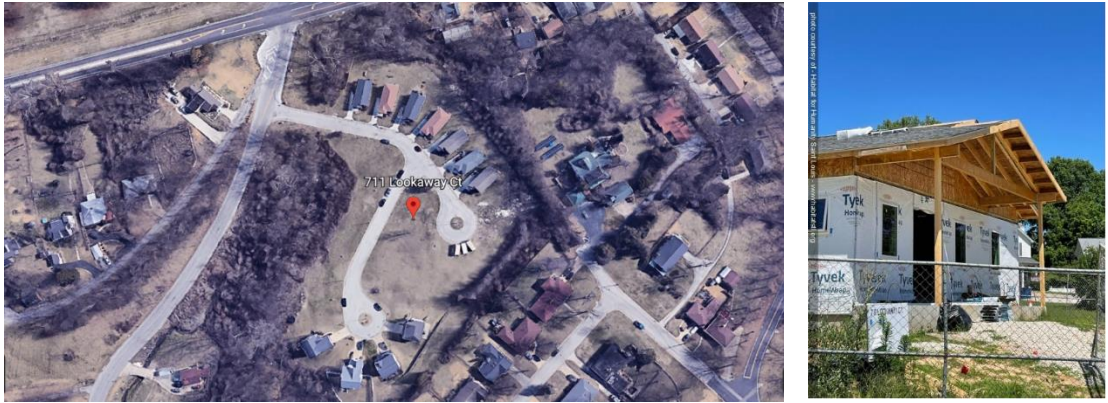
Closing prep has started for Houses 4 and 5 with a projected date for closing 9/27 – pending the completion construction including flatwork (scheduled for 8/26). Application for permit pending for 1 of 2 Vista lots (Gate Phase 2).



**Lookaway Phase 2 –**

711 Lookaway Court, 63137 (as a sample address, 1 of 7).  
 North St. Louis City across from Chain of Rocks Park.  
 \$78,576/house subsidy (\$54,300 CDA / \$24,276 AHTF).  
 House 1 – HVAC complete, siding in process. Application for permits on remaining houses delayed by issue with City (related to sidewalks), Approval remains pending.

Lingard lawsuit: The written discovery in the form of interrogatories and request for production of documents on his counsel remains open (overdue).



**KMOV:**

2022 KMOV is confirmed for the weeks of October 24 – 28 and November 14 – 18 with dedication on November 21<sup>st</sup>. Based on recent flooding in the area, design modifications are underway.

2021: 4314 Itaska, 63116 in the Bevo Mill neighborhood of St. Louis City.  
**Closed** (August 2<sup>nd</sup>)!

*Art Place Initiative (API):* Closing for the second single family property remains pending. Design underway for triplex as next build within project.



### Future Builds:

*Those listed below represent no change from the prior report(s):*

*Old North St. Louis Phase 3 – 3 homes, \$270,000. CDA has determined that the sound issue related to the sites identified would prevent funding. Replacement sites being identified. Possible project similar to API being considered with Old North St. Louis Restoration Group.*

### **Management/General**

#### **HFHI**

The letter to HFHI International Board of Directors and US Council that was approved for signature at the last board meeting was sent on July 28<sup>th</sup> with representation from just under 20% of Habitat affiliates. In an email update to those who had signed, Natalie Griffin (Habitat San Antonio) shared that the letter was delayed as more affiliates signed on but reached a point where it needed to be sent to be recognized in the official COM (Collaborative Operating Model) Executive Task Force discussion. The letter was submitted as an interim response and will be kept open for more affiliates to join in – she also shared that this has been a grass-roots initiative as organizers did not have the whole network's email addresses. HFHI's response, to date, is attached. 2022/2023 Collaborative Operating taskforces are being formed and I have reupped for another term. Materials received for the first meeting (8/18) reflect multiple questions about the four levers (population, revenue, production credit and median income adjustment) but nothing regarding the letter.

#### **Staff**

Irena Dimitrova's' (HFHSL Finance Manager) unpaid leave is almost over! Final steps have been completed and she awaits receipt of her documents. Interviews are underway for ReStore Assistant Manager (Des Peres), over 10 candidates responded to the post via AAIM Employers Association. The Accounting Assistant is also posted with interviews pending Irena's return.

#### **Board Governance**

Prospective candidates are being considered for "Class of 2023" board membership. Seven openings are anticipated. If you know of someone you wish considered (either for 2023 or future), please share their name and information with either Stephen, Amy, or me.

Currently the Board is 28 people strong (not including Alumni members) • Male 58% / Female 42% • White 64% / Non-White 36% • Affiliation: Business or Corporate 40%, Construction 18%, Community 18%, Finance 14%, HR/Legal 10% • Member Length of Service: 3 years or less 42%, 4-6 years 40%, More than 6 years 18%

*If you have any questions not covered in above, please feel free to email me in advance of Tuesday's meeting and I will prepare for / add to our discussion. Thanks.*



We build strength, stability, self-reliance and shelter.

August 2, 2022

Dear affiliate leaders,

Thank you for your input on the Habitat 2.0 financial model. We appreciate the work put into your review and respect the varied positions and philosophies that inform 105 signing on to the letter.

Your letter opens with a proposal of a fee structure different from the formula proposed at the U.S. affiliate conference. We will continue to consider this proposed model in whole, as well as its individual features, just as we are doing with dozens of other ideas that have been received from across the affiliate network since April through the feedback process. To date there has been direct engagement with nearly 600 affiliates.

The letter closes with the request to “accept and adopt the alternative fee formula and structure described.” Out of respect for the hundreds of other affiliates engaging in review of the Habitat 2.0 financial model, we are not in a position to stop the process and meet this request.

As the Collaborative Operating Model Executive Task Force prepares to share the next iteration of the proposed model in September, aspects—both practical and philosophical—of your proposal are being incorporated, as are a range of ideas surfaced during the feedback process that were not included in the initial Habitat 2.0 financial model proposal.

We hope and believe the next recommended iteration to be shared in September will reinforce what we have said from the beginning: this is a collaborative process involving leaders from affiliates and HFHI, and not one with a predetermined outcome. We will share detailed information on how aspects from the various proposals received are included, or not, in the next iteration, to provide full transparency to the process.

While each of you had your own individual reasons for signing the letter, we all share the common goal of a stronger Habitat as leaders throughout the organization. The work toward a new financial model is designed to bring about that shared vision.

Please continue sharing your thoughts on this work as it continues to evolve.

In Christian partnership,

Jonathan Reckford  
CEO, Habitat for Humanity International

Adrienne Goolsby  
Senior Vice President, U.S. and Canada  
Habitat for Humanity International

Bo Miller  
Board Member, Habitat for Humanity International  
Chair, U.S. Council

Laura Belcher  
President and CEO, Habitat for Humanity of the  
Charlotte Region  
Vice Chair, U.S. Council

Erin Rank  
President and CEO, Habitat for Humanity Greater Los  
Angeles  
Co-Chair, COM Executive Task Force

John Weyenberg  
President and CEO, Habitat for Humanity Greater Fox  
Cities  
Co-Chair, COM Executive Task Force

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