

Central South Carolina



**Habitat for Humanity<sup>®</sup>**

# Board Prospect Packet

*Last Modified 03/22*

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# Mission and Vision

## Mission



## Vision



# Agency Overview

Central South Carolina Habitat for Humanity was founded in 1985 as an affiliate of Habitat for Humanity International. Since 1985, Central SC Habitat for Humanity has provided more than 250 homes in partnership with individuals and organizations across Richland and Lexington Counties. But Habitat provides more than just housing.

Habitat homeowners receive financial education, and learn about building and maintaining their own homes, all while paying an affordable mortgage. Habitat believes that a decent place to live, and an affordable mortgage, creates a situation where homeowners can save more, invest in education, pursue opportunity and have more financial stability. With our help, homeowners achieve the strength, stability and independence they need to build a better future for themselves and for their families.

## **CENTRAL SC HABITAT PROGRAMS:**

### ***Homeownership***

New Builds and Home Rehabilitations

Habitat is dedicated to eliminating substandard housing, and aims to make adequate, affordable shelter a matter of conscience and action. Not only does Habitat build homes from the ground up, but they also work to renovate existing homes. The families that Habitat partners with are able to realize the dream of homeownership through a zero-interest mortgage.

### ***Neighborhood Revitalization***

Community Clean Ups, A Brush with Kindness, Veteran Repair, Aging in Place

Habitat is transforming entire communities, house by house, block by block. In our target neighborhoods, we work with residents to help them create individual and community-based goals. Habitat partners with current homeowners to complete needed home repairs, ranging from community clean ups, exterior revitalizations, ramp building, and so much more. Habitat is working to change the face of communities in the Midlands one partnership at a time.

### ***Habitat ReStore***

Shop, Reuse, Build

The Habitat ReStore is a home goods store that sells used furniture, building supplies and housewares. The store is open to the public for donations and shopping, and all proceeds are reinvested into Habitat for Humanity and building more affordable housing in the Midlands.

# Board Job Description

As the highest leadership body of CSC Habitat for Humanity and to satisfy its fiduciary duties, the Board is responsible for:

- determining the mission and purposes of the organization
- selecting and evaluating the performance of the Executive Director
- strategic and organizational planning
- ensuring strong fiduciary oversight and financial management
- fundraising and resource development
- approving and monitoring the organization's programs and services
- enhancing the organization's public image
- assessing its own performance as the governing body of the organization

Each individual CSC Habitat for Humanity Board Member is expected to:

- know the organization's mission, policies, programs, and needs
- faithfully read and understand the organization's financial statements
- provide final approval of future homeowners and review and approve the Habitat covenant annually
- serve as active advocates and ambassadors for the organization and fully engage in
- identifying and securing the financial resources and partnerships necessary for the
- organization to advance its mission
- leverage connections, networks, and resources to develop collective action to fully
- achieve the organization's mission
- give a meaningful personal financial donation
- help identify personal connections that can benefit the organization's fundraising and reputational standing, and can influence public policy
- prepare for, attend, and conscientiously participate in Board meetings
- participate fully in one or more committees
- follow the organization's bylaws, policies, and Board resolutions
- sign an annual conflict-of-interest disclosure and update it during the year if necessary, as well as disclose potential conflicts before meetings and actual conflicts during meetings
- maintain confidentiality about all internal matters of the organization

# Overview of Committees

## Board Committees

**BOARD ENGAGEMENT AND RECRUITMENT COMMITTEE:** Committee of the Board of Directors established to support the Board of directors in fulfilling its fiduciary duties to appoint the best-qualified candidates for the Board of directors and Board officers and ensuring engagement by the Directors. Duties include vetting prospective Board members, on Boarding new members, nominating officers, engaging membership, and convening the Advisory Council annually.

**EXECUTIVE COMMITTEE:** Committee of the Board of Directors, appointed by the bylaws of the organization, who provides leadership, ensures compliance with strategic planning goals, supervises the Executive Director, and handles emergency decisions of the Board between meetings.

**FINANCE COMMITTEE:** Committee of the Board of Directors that oversees the fiscal affairs of the organization by ensuring the proper systems, procedures and controls are in place. The Committee develops the annual strategic budget, notes discrepancies in reports, recommends financial guidelines, and oversee investments and the audit.

**FUNDRAISING COMMITTEE:** Committee of the Board of Directors responsible for overseeing the organization's overall fundraising and, in particular, the fundraising done by the Board. The Committee establishes a fundraising plan; acts as ambassadors; monitors fundraising efforts of the Board; works with staff to identify, cultivate, and solicit funds from various sources of support; and develops guidelines to ensure stakeholders are acknowledged appropriately, fundraising efforts are cost-effective, and ethical practices are followed.

**GOVERNANCE COMMITTEE:** Committee of the Board of Directors to assist the Board in fulfilling its responsibilities regarding matters that relate to governing the organization. The Committee advises the Board about operational strategies including relevant amendments to the organization's bylaws to strengthen the organization and empower the Board in meeting its obligations related to good governance principles and abide by the organization's mission and devises and makes recommendations for policies that reflect best practices for overall good governance. The Governance Committee plans the annual retreat and ensures the timeline for strategic planning.

## Direct Service Committees (I.E., NON-BOARD COMMITTEES)

**LAND ACQUISITION COMMITTEE:** Advises on real estate sales and purchases. Provides opportunities. Oftentimes represent Habitat CSC in sales and acquisitions negotiations and contracts.

**HOMEOWNERS COMMITTEE:** Financial and Home Visit Assessments. Works directly with Habitat's homeowners.

**RESTORE COMMITTEE:** Advises on retail business development. Recommends vendors, products, displays, customers, etc.

## Ad-Hoc Committee

**STRATEGIC GROWTH COMMITTEE:** An ad-hoc Committee of the Board of Directors to assist the Board of Directors in discharging its oversight duties with respect to the development and implementation of the strategic plan and the risks associated with such plan. The Committee fosters a cooperative, interactive strategic planning process between the Board and management.

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# Committee Job Descriptions

## GOVERNANCE COMMITTEE JOB DESCRIPTION

### Purpose Statement

The primary objective of the Governance Committee (the “Committee”) is to assist the Board of Directors in discharging its oversight duties with respect to implementing and maintaining good governance procedures, specifically Corporate policies, Codes of Conduct, Bylaws, and facilitating the annual Board retreat and annual Board assessment.

### Committee Membership

The chair of the committee shall be a director of the board. The Committee shall include three directors of the board and at least two non-director members to be chosen by the Board President or committee chair. The terms of all committee members, including the chair, shall be for one year that begins on July 1st and ends on June 30th of the next year.

### Committee Meetings

The Committee shall meet at least quarterly and as often as the majority of its members deems appropriate. The Committee may meet in person, by telephone or by electronic means at times and places to be determined by the Chair. The Chair shall make best efforts to provide committee members with an agenda at least a week in advance of committee meetings and communicate the details of the meeting to Committee members in a timely fashion. The Chair may request a joint session with other committees regarding matters that concern both committees.

### Committee Authority and Responsibilities

- Implement and maintain the Code of Conduct
- Implement and maintain Corporate policies
- Review and propose revisions to these Bylaws
- Annual Board self-assessment
- Annual Board retreat
- Review periodically and make recommendations to the Board regarding:
  - The Code of Conduct
  - The Bylaws
  - Other Corporate policies or procedures as assigned

The Committee shall have no power or authority unless given to them by the Board President.



## **Committee Reports**

The Chair will provide a written report to the Board at the close of each committee meeting that includes attendance, the agenda, and a report of discussions, recommendations and decisions.

## **Committee Evaluation**

The Committee will evaluate itself and make recommendations for changes to the Board.

# **FINANCE COMMITTEE JOB DESCRIPTION**

## **PURPOSE STATEMENT**

The Finance Committee's role is to oversee the fiscal affairs of the organization by ensuring the proper systems, procedures and controls are in place.

## **COMMITTEE MEMBERSHIP**

The chair of the committee shall be the Treasurer. In the event that a Treasurer is unwilling or unable to serve, another director may be appointed by the Board President. The Committee shall include three directors of the board and at least two non-director members to be chosen by the Board President or committee chair. The terms of all committee members, including the chair, shall be for one year that begins on July 1st and ends on June 30th of the next year.

## **COMMITTEE MEETINGS**

The Committee shall meet at least monthly and as often as the majority of its members deems appropriate. The Committee may meet in person, by telephone or by electronic means at times and places to be determined by the Committee chair. The Committee chair and its staff shall consider deliverables, budget and methods of alternative meetings in their decision-making process. The chair shall provide committee members with an agenda at least a week in advance of committee meetings and communicate the details of the meeting to Committee members in a timely fashion.

The Committee chair may request a joint session with other committees regarding matters that concern both committees.

## **COMMITTEE AUTHORITY AND RESPONSIBILITIES**

- Design annual strategy driven balanced budget
- Monitor the budget and report to the Board on monthly basis

- Create an operating reserve and an endowment
- Create and maintain financial policies, including an audit policy, procurement policy, operating reserve policy, and investment policy.
- Developing appropriate procedure for budget preparations
- Reviewing budgets initially prepared by staff, and commenting on consistency between the budget and the organization plans;
- Reporting to the board any financial irregularities, concerns, opportunities;
- Recommending financial guidelines to the board (such as establish a reserve fund or obtain a line of credit for a specified amount);
- Working with staff to design financial reports and ensure reports are accurate and timely;
- Overseeing short and long-term investments, unless there a separate investments Committee is named at a later time;
- Recommend selection of the auditor, working with the auditor, receiving auditor’s report, and responding to its recommendations, unless there is a separate audit committee;
- Review the terms and conditions of major grants and contracts; and
- Advising the executive director and other appropriate staff on financial priorities and information systems, depending on committee member expertise.

The Committee shall have no power or authority unless given to them by the Board President.

## **COMMITTEE REPORTS**

The Committee chair will provide a written report to the board at the close of each committee meeting that includes attendance, the agenda, and a report of discussions, recommendations and decisions.

## **COMMITTEE EVALUATION**

The Committee will evaluate itself and make recommendations for changes to the board.

## **FUNDRAISING COMMITTEE JOB DESCRIPTION**

### **PURPOSE STATEMENT**

The Fundraising Committee leads the board’s participation in resource development and fund raising. The committee works with the staff to develop the organization’s fund development plan. The committee proposes policies and develops plans, procedures, and schedules for board

involvement in fund raising. It helps educate board members about the resources needed to realize the organization's plans and fulfill its mission. It familiarizes board members with fund raising skills and techniques so that they are comfortable raising money.

The committee is the board's central source of information about the fundraising climate in general, and about the status of the organization's fundraising activities. The committee plays a strong role in identifying, cultivating, and approaching major donors.

## **COMMITTEE MEMBERSHIP**

The chair of the committee shall be a director of the board. The Committee shall include three directors of the board and at least two non-director members to be chosen by the Board President or committee chair. The terms of all committee members, including the chair, shall be for one year that begins on July 1st and ends on June 30th of the next year.

## **COMMITTEE MEETINGS**

The Committee shall meet at least monthly and as often as the majority of its members deems appropriate. The Committee may meet in person, by telephone or by electronic means at times and places to be determined by the Committee chair. The Committee chair and its staff shall consider deliverables, budget and methods of alternative meetings in their decision-making process. The chair shall provide committee members with an agenda at least a week in advance of committee meetings and communicate the details of the meeting to Committee members in a timely fashion.

The Committee chair may request a joint session with other committees regarding matters that concern both committees.

## **COMMITTEE AUTHORITY & RESPONSIBILITIES**

- Periodic training for Board members on fundraising best practices
- Host introductory socials and small group gatherings for new prospective donors
- Create and maintain a Gift Acceptance Policy and a Sponsorship Policy
- Create metrics to measure return on investment for various fundraising activities
- Develop long-term and annual fundraising plans that will generate the funds needed to meet the organization's fundraising goal
- Develop a plan for involving Board members in the non-grant fundraising activities of the organization
- Investigate new fundraising projects, activities, and ideas for possible use in the future.

- As needed, create sub-committees to successfully carry out the fundraising events and activities that are
- part of the fundraising plan.
- Supervise the functions of the sub-committees.
- Annually submit objectives as part of the planning and budgeting process.
- Submit regular reports to the Board on the progress of fund development activities.
- Annually evaluate its work as a committee and the objectives it has committed itself to and report to the Board.
- Report to the Board at regular meetings of the Board in a manner determined by the Board.

The Committee shall have no power or authority unless given to them by the board President.

### **COMMITTEE REPORTS**

The Committee chair will provide a written report to the board at the close of each committee meeting that includes attendance, the agenda, and a report of discussions, recommendations and decisions.

### **COMMITTEE EVALUATION**

The Committee will evaluate itself and make recommendations for changes to the board.

## **BOARD ENGAGEMENT AND RECRUITMENT COMMITTEE JOB DESCRIPTION**

### **PURPOSE STATEMENT**

The Board Engagement and Recruitment Committee (the “Committee”) is a committee of the company established to support the board of directors in fulfilling its fiduciary duties to appoint the best-qualified candidates for the board of directors and board officers.

### **COMMITTEE MEMBERSHIP**

The chair of the committee shall be a director of the board. The Committee shall include three directors of the board and at least two non-director members to be chosen by the Board President or committee chair. The terms of all committee members, including the chair, shall be for one year that begins on July 1st and ends on June 30th of the next year.

### **COMMITTEE MEETINGS**

The Committee shall meet at least quarterly and as often as the majority of its members deems appropriate. The Committee may meet in person, by telephone or by electronic means at times and places to be determined by the Committee chair. The Committee chair and its staff shall

consider deliverables, budget and methods of alternative meetings in their decision-making process. The chair shall provide committee members with an agenda at least a week in advance of committee meetings and communicate the details of the meeting to Committee members in a timely fashion.

The Committee chair may request a joint session with other committees regarding matters that concern both committees.

## **COMMITTEE AUTHORITY AND RESPONSIBILITIES**

- Build a process and pipeline for Board member recruitment
- Revise and maintain Board member job description and commitment pledge
- Develop process for onboarding new Board members
- Recruit non-Board members for committee service
- Review nominations against the selection criteria established by this Committee and develop a slate of nominees that represents those criteria for board selection;
- Vet all candidates to ensure that they have the proper competencies, experience and willingness to fulfill their duties and responsibilities as board directors;
- Ensure that the board composition reflects the necessary criteria that meets best practices for independence and diversity;
- Annually recommend new members to committee chairs for delegation and recommend candidates to fill vacancies as a result of the resignation or removal of an Officer or Director;
- Conduct orientation sessions for new board members and organize training and engagement sessions for the entire board; and
- Coordinate the Advisory Council annual meeting;
- Recruit new, non-board individuals for committee membership;
- Achieve other duties as assigned by the Board President.

The Committee shall have no power or authority unless given to them by the Board President.

## **COMMITTEE REPORTS**

The Committee chair will provide a written report to the Board at the close of each committee meeting that includes attendance, the agenda, and a report of discussions, recommendations and decisions.

## **COMMITTEE EVALUATION**

The Committee will evaluate itself and make recommendations for changes to the Board.

## **STRATEGIC PLANNING & INITIATIVES COMMITTEE**

### **PURPOSE STATEMENT**

The primary objective of the Strategic Planning & Growth Committee (the “Committee”) is to assist the Board of Directors in discharging its oversight duties with respect to the development and implementation of Central South Carolina Habitat for Humanity’s strategic plan and the risks associated with such plan. The Committee has been formed to foster a cooperative, interactive strategic planning process between the Board and management.

### **COMMITTEE MEMBERSHIP**

The chair of the committee shall be a director of the board. The Committee shall include three directors of the board and at least two non-director members to be chosen by the Board President or committee chair. The terms of all committee members, including the chair, shall be for one year that begins on July 1st and ends on June 30th of the next year.

### **COMMITTEE MEETINGS**

The Committee shall meet at least quarterly and as often as the majority of its members deems appropriate. The Committee may meet in person, by telephone or by electronic means at times and places to be determined by the Committee chair. The Committee chair and its staff shall consider deliverables, budget and methods of alternative meetings in their decision-making process. The chair shall provide committee members with an agenda at least a week in advance of committee meetings and communicate the details of the meeting to Committee members in a timely fashion.

The Committee chair may request a joint session with other committees regarding matters that concern both committees.

### **COMMITTEE AUTHORITY AND RESPONSIBILITIES**

- Review periodically and make recommendations to the Board regarding:
  - Central SC’s strategic plan and overall strategy,
  - Central SC’s overall strategy with respect to mergers and acquisitions, and any strategic initiatives identified by the Board or management from time to time as they pertain to the strategic goals of Central SC’s strategic plans.
- Assist management in the development of Central SC’s strategy, including reviewing and discussing with management the strategic direction and initiatives of Central SC’s and the risks associated with Central SC’s strategy.
- Review with management the process for development, approval and modification

of Central SC's strategy and strategic plan.

- Assist management with identifying key issues, options and external developments impacting Central SC's strategy. Meet with management periodically to monitor Central SC's progress against its strategic goals.
- Ensure the Board is regularly apprised of Central SC's progress with respect to implementation of any approved strategy.
- Review and assess annually the adequacy of this job description and recommend any proposed changes to the Board for approval.

The Committee shall have no power or authority unless given to them by the Board President.

## **COMMITTEE REPORTS**

The Committee chair will provide a written report to the Board at the close of each committee meeting that includes attendance, the agenda, and a report of discussions, recommendations and decisions.

## **COMMITTEE EVALUATION**

The Committee will evaluate itself and make recommendations for changes to the Board.