

Organizational Development

Affiliate Operations Manual

Volume 1

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Organizational Development

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Foreword

At our present rate of growth, Habitat for Humanity could well become the nation's largest house builder by the year 1995. We anticipate raising \$1 billion a year and building tens of thousands of houses per year worldwide by the year 2000. That means we are, and will be, sharing many blessings together in this faith-driven journey, but also some pressures and responsibilities.

So, as we return thanks to God for Habitat for Humanity's success, let us also intensify our efforts to be well-organized, and good stewards of this ministry. The *Affiliate Operations Manual* is intended to be a daily guide for all affiliates—prospective, new, and mature.

This first volume, *Organizational Development*, addresses some of the nuts-and-bolts of organizational structure such as recruitment and training of board members, volunteers, and work camps. It also reviews Habitat's history, philosophy, and structure and looks ahead to important issues facing affiliates in the months ahead.

We are in partnership with God in this work, putting His love into action, and we also rely on each other for prayers, good stewardship, strength, and nurturing. Look how far we have come together, and at the opportunities ahead. My prayer is that the entire *Affiliate Operations Manual* will be a blessing and practical guide for you as you move forward with your good work.

Millard Fuller
President

Acknowledgements

The *Affiliate Operations Manual* details the direct experiences of Habitat for Humanity and the people involved in its housing ministry as they work in partnership with God's people in need.

Volume I results from the combined efforts of numerous individuals. Habitat for Humanity thanks those partners who contributed ideas, suggestions, and materials in compiling this volume, as well as the other four volumes. This includes regional directors, board members, staff of the various Habitat affiliates, and numerous individuals at Habitat international headquarters.

Special thanks go to Oregon State University, Cooperative Extension Service for permission to use material from their *Family Community Leadership* manual on volunteer development, and to the following resources for permission to use material on board development:

Bliss, Tamara J., human resource development consultant. *Working Together as a Board*. 9 Lewis Street, Newton, MA 02158.

Laughlin, Sherburne, trainer. *Developing Effective Boards*. The Support Centers of America, 2001 O Street, NW, Washington, DC 20036.

Nelson, Judith Grummon. *A Guide to Building Your Board*. National Center for Nonprofit Boards, 2000 L Street, NW, Suite 411, Washington, DC 20036. (202) 452-6262.

Runquist, Lisa A., attorney. "Responsibilities and duties of a Director of a Nonprofit Organization." *Charitable Giving and Solicitation*. Los Angeles, CA. Macmillan, Inc. 1991.

United Way Services. *Essentials of Successful Boards*. The Volunteer Center, The Regional Training Center. 1990.

Parts of this manual have been reprinted from *How to Start a Habitat for Humanity Affiliate*, 2nd edition, © 1990 by Habitat for Humanity International.

Introduction

The *Affiliate Operations Manual* (AOM), in five volumes, is a resource designed to give a Habitat for Humanity affiliate the information necessary to function and to grow as a healthy Habitat project.

Volume 1, Organizational Development, provides an overview of the organizational structure of a Habitat affiliate. This volume explains Habitat's history and philosophy; affiliate and international programs; the Board of Directors and its committees; and human resources. All affiliate board members and staff should be familiar with the information contained in this volume.

Volume 2, Business Operations, incorporates the three areas that involve the business aspects of a Habitat affiliate: finance, insurance, and legal issues (including home sales). Most of the legal questions that an affiliate would ask are addressed in Volume 2, and an affiliate's attorney should have a copy of this volume.

Volume 3, Resource Development, includes development plans, public relations, and fund raising. Information is also included on mailing lists and other computer databases. Affiliate communication tools, resources provided by Habitat for Humanity International headquarters, and other sources of needed resources are also discussed.

Volume 4, Habitat Families, covers the family selection process and issues concerning family nurture. The appendixes provide sample forms, applications, tracking sheets, planning tools, and other documents that various affiliates use in their family selection and nurture operations.

Volume 5, Construction, includes information on all aspects of building from site selection to completion including design, energy efficiency, tools, safety, accounting, and working with volunteers and the public.

Each volume gives a variety of ideas, suggestions, and solutions to the many issues that surface in the operation of an affiliate. Choose an idea that applies to your situation or adapt another project's ideas to suit your needs. Use this manual as a resource in local decision making. *See the Bibliography in Volume 1 for information on ordering the complete five volume set of the Affiliate Operations Manual.*

If you have a question about a certain issue, refer to the appropriate volume of the AOM, or call your regional office. Questions may also be directed to the **Habitat Help Line**. Dial **1-800-HABITAT** and ask for the Habitat Help Line.

Appendixes include samples of letters, applications, bylaws, schedules, forms, checklists, programs, charts and other helpful items. The appendixes can be found at the end of each volume. Appendix samples, forms, and examples are only suggestions. We strongly recommend that you develop and create your own items based upon these suggestions, because the samples attempt to provide the best information without considering the local situation.

Note: Any legal samples of forms, etc., should be reviewed by your attorney for correct use in your area.

Each volume includes its own bibliography dealing with the subject of the volume if applicable. For general resources (books, video cassettes, slide presentations, PSAs, or complimentary materials) from Habitat for Humanity International, refer to the Bibliography in Volume 1.

How to Use This Volume

If you are a board member or staff member you should be familiar with the contents of the entire manual. All affiliate personnel should refer to Volume 1 frequently.

This volume provides an overview of the organizational structure of a Habitat affiliate.

Section I—Defining Habitat’s Ministry

Chapter 1, General Information, covers, in question and answer style, basic information about Habitat for Humanity International, its programs, and its methods.

Chapter 2, History, Philosophy, and Structure, discusses these topics in regard to the ministry of Habitat for Humanity. This chapter provides a general overview of the affiliate program.

Chapter 3, Important Issues: Affiliates, presents important issues such as affiliate tithing, use of government funds (with a statement of the board), minority and grass-roots partnership, and the homeless.

Chapter 4, International Program, explains sponsored projects and their relation to affiliated projects as well as Global Village Work Camps and Vision Habitat programs.

Section II—Affiliate Structure and Organization

Chapter 5, Affiliate Board of Directors, gives instruction for choosing board members and for putting the Board of Directors into operation.

Chapter 6, Duties of Board Members and Chairperson, discusses their duties, responsibilities, and legal standards of conduct.

Chapter 7, Steps to a Successful Meeting, details the proper methods of decision-making and correct steps and procedures for planning and conducting a meeting.

Chapter 8, Committees, discusses the structural concerns and specific practical considerations that committees must deal with.

Section III—Human Resources

Chapter 9, Recruitment, addresses the different methods and concerns employed in recruiting local volunteers, long-term volunteers, or paid staff.

Chapter 10, Volunteers and Staff, discusses utilization and appreciation of volunteers, and key staff positions such as the executive director are detailed.

Chapter 11, Work Camps, examines goals for work camps, practical ideas for preparation, and hosting of work camps.

Appendixes

Appendixes are listed at the end of each chapter and are referenced by chapter number. They contain models, ideas, and check lists.

Defining Habitat's Ministry Section I

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General Information

What is Habitat for Humanity International?

Habitat for Humanity International is an ecumenical Christian housing ministry whose objective is to eliminate poverty housing from the world and to make decent shelter a matter of conscience and action. By having affluent and poor people work together in equal partnership, Habitat for Humanity (Habitat) builds new relationships and a sense of community as well as new houses. *See Appendix 1-A, Mission, Purposes, Goals, and Methods of Habitat for Humanity International, Inc.*

How does it work?

Using volunteer labor and tax-deductible donations of money and materials, Habitat builds and rehabilitates homes with the help of the future homeowners. Houses are sold to partner families for no profit with no-interest mortgages. Costs of homes differ relative to location and costs of labor, land, and materials. Currently, the cost of a Habitat house in North America averages \$35,000. Houses in developing nations average about \$2,000. Mortgages—on a no-profit, no-interest basis—are issued over a fixed time period, usually 7 to 20 years. Monthly mortgage payments are deposited into a revolving “Fund for Humanity” which is used to construct more homes.

How does the partnership with homeowners work?

Habitat is not a giveaway program, but is a joint venture in which those who benefit from the housing ministry are involved in the work at various levels along with those who desire to contribute their resources to make decent housing a reality. Each homeowner family is required to invest sweat-equity hours into the construction of its home or the homes of other Habitat families. This reduces the monetary cost of the house, increases the personal involvement of family members in their home, and fosters the development of positive relationships with other persons.

How are the partner families selected?

Families apply to local projects. A family selection committee chooses homeowners on the basis of housing need, ability to repay the loan, and willingness to participate as a partner in Habitat’s ministry. Every project follows a nondiscriminatory policy of family selection. Neither race nor religion are factors in choosing the families which receive Habitat houses.

How big is Habitat for Humanity?

Habitat for Humanity is growing rapidly. There are over a thousand projects in North America, Central America, South America, Europe, Africa, Asia, and Australia.

What is the difference between sponsored and affiliate projects?

Usually, sponsored projects are in developing countries. Sponsorship means that Habitat for Humanity International takes responsibility for funding and for securing Habitat volunteers for the project. Habitat affiliated projects are responsible for their own fund raising, publicity, volunteer recruitment, and staffing. Regional offices and Habitat International headquarters offer advice and assistance to all projects.

Who controls and manages Habitat for Humanity International?

An ecumenical board of 27 volunteers, the president, and executive vice president, meet three times a year to determine policy and to oversee operations. The board works with the support of a large board of advisors. Heavily dependent on volunteer labor, Habitat for Humanity International operates with a modest-salaried administrative staff, assisted by a core group of paid clerical and support people, and supplemented by many long- and short-term volunteers. Each affiliate and sponsored project is run by a local volunteer board.

How is Habitat for Humanity funded?

Funding comes from individuals, churches, corporations, foundations, and other organizations which are moved by concern and compassion to help those in need. Mortgage payments are put into a local "Fund for Humanity" and recycled to build new houses. New homeowners are also encouraged to contribute what they can in addition to their monthly house payments so they too can help others have decent housing. No government funds (either grants or loans) are used for the construction of Habitat houses. See "Government Funds" in Chapter 3.

How are donations distributed and used?

Donations are distributed as designated by the donor. All gifts received by the international headquarters that are designated for a project, are forwarded to that project. Any undesignated gifts are used, where needed, overseas, in the United States, and for administrative expenses.

How does a Habitat for Humanity affiliate get started?

Habitat for Humanity is a grass-roots movement. The book *How to Start a Habitat for Humanity Affiliate* tells step-by-step how to form a local Habitat affiliate. Contact the regional director for your area, or Habitat's international headquarters if you have questions or need more information. The Habitat Help Line number is 1-800-Habitat and ask for the Habitat Help Line.

How can I become a volunteer?

Volunteer information and applications are available from Habitat's international headquarters. We need volunteers to work in North American affiliates for a day, a week, a month, a year, or longer. You can help with construction or office-related work. We also need volunteers to serve overseas, making at least a three-year commitment, including a period of training at the international headquarters. Write or phone the international headquarters, the nearest regional center, or your local affiliate for more information. Other opportunities include short-term work camps in the United States and Global Village Work Camps around the world.

How else can I help?

Spread the word! Show a Habitat video, raise money, distribute Habitat literature to friends. A catalog listing Habitat for Humanity International materials including slide shows, video cassettes, books, and other printed material is available. See *Bibliography* for ordering information and list of available resources.

If you have a question about a certain issue, refer to the appropriate volume of the Affiliate Operations Manual or call your regional center office. The Habitat Help Line at Habitat for Humanity International in Americus is also available to answer questions. Dial 1-800-HABITAT, x550, x551, x552 and ask for the Habitat Help Line.

Related Appendixes

1-A Mission, Purposes, Goals, and Methods of Habitat for Humanity International, Inc.

History, Philosophy, and Structure

The number of communities in which Habitat affiliates are building has grown enormously in recent years. With that growth and with the thousands of new volunteers who feel God's call to get involved, it is important for us to remember the history and foundation of this work.

Brief History of Habitat for Humanity

Since 1976, Habitat for Humanity (Habitat) has built, rehabilitated, or repaired thousands of homes as it seeks to provide a decent house in a decent community for all of God's people in need. In June of 1992 HFH International built its 15,000th house. Using volunteer labor and donations, Habitat builds simple houses and sells them at no profit and no interest to people who do not have an adequate place in which to live. The ministry is a growing social and spiritual movement creating tangible results that affect people's lives. Today, Habitat for Humanity reflects many contributions of varied talents and gifts, but initially it was little more than an exciting idea in the minds of two visionary men: Millard Fuller and the late Clarence Jordan.

In 1942, Clarence Jordan co-founded Koinonia Farm, a cooperative Christian community which still exists near the small southern town of Americus, GA. Jordan was a trained farmer and a biblical scholar. The farm served as a springboard for his belief that Christianity requires a social conscience as well as a spiritual dimension. His stalwart belief that race does not divide people in God's sight made Koinonia such a target of violence that by the summer of 1968 the once-thriving community had been reduced to a few families looking for new directions in their community life.

At the same time, Millard Fuller was making his way to a creative rendezvous with Jordan. Raised in rural Alabama, Fuller became active in church organizations and involved in various entrepreneurial ventures. He attended college and continued his education at law school, starting a successful mail-order business during his law school days. Fuller applied enormous personal energy into his business, and before the age of 30 he was worth over \$1 million. Then his life fell apart. His marriage was decaying, his health was failing, and he felt far apart from the religious moorings of his youth. Fuller decided to liquidate his assets and give away all the proceeds. He then directed his talents to raising \$10 million for Tougaloo College, a small black institution in Mississippi. After launching a successful fund-raising drive, Fuller and his family went to Koinonia Farm to consider the next step in their lives. The time was the summer of 1968.

Millard Fuller, his wife Linda, and Jordan came together at this significant time in their lives and created the framework for today's Habitat ministry. An open letter to the friends of Koinonia Farm told of the new future for Koinonia:

We have the deep feeling that modern man's greatest problems stem from his loss of any sense of meaningful participation with God in His purposes for mankind. For most people God really and truly is dead, stone dead It has also become clear to us that as man has lost his identity with God he has lost it with his fellow man. We compete with one another fiercely; we even want to kill Our cities provide us anonymity, not community. Instead of partners, we are aliens and strangers.¹

The steps to respond to the problems outlined in the Koinonia letter included "partnership housing" implemented through a Fund for Humanity, which was also described in the letter:

What the poor need is not charity but capital, not caseworkers but co-workers. And what the rich need is a wise, honorable and just way of divesting themselves of their overabundance. The Fund for Humanity will meet both of these needs. Money for the fund will come from shared gifts by those who feel they have more than they need and from non-interest-bearing loans from those who cannot afford to make a gift but who do want to provide working capital for the disinherited The fund will give away no money. It is not a handout. It will provide capital for the partnership enterprises. The partners [homeowners] will be strongly encouraged, though not required, to contribute as liberally as possible to the fund so as to keep enlarging it and making more capital available to others If the partners have the right spirit (and I cannot see how this or any other system can work without that) and there should be a growing number—which it seems reasonable to predict—the fund will be self-generative and ever-expanding.²

In 1968, Koinonia laid out 42 half-acre house sites, with four acres in the center reserved as a community park and recreational area. The idea of the Fund for Humanity excited people. Capital from around the country arrived to start the work. After Jordan's death in late 1969, Fuller continued to provide leadership for the project. The Fund for Humanity built homes and sold them to families at no profit and no interest. As the partner families paid flat monthly fees on their 20-year loans, capital was freed for the construction of houses for more families. All new homeowners were encouraged to share at least part of their savings on interest payments with the Fund for Humanity.

The original project was completed in mid-1972 and a new phase was begun. After almost four years at this, Fuller was restless to try something new. He had often wondered if the idea of a Fund for Humanity would function in developing countries. In 1973, at the invitation of the Church of Christ in Zaire and under the sponsorship of the Christian Church (Disciples of Christ) in the United States, he and his family traveled to Mbandaka, Zaire. They worked with church officials in the equator region to create a Fund for Humanity and began educating the community on the responsibilities involved with such a venture, selecting families, and constructing houses.

Although the work was far from easy, success did come. With the help of the local church and government, the interest of most of the community, and financial support from United States churches, the Fullers created a community out of a swamp and two thousand people were housed in solid concrete block homes with dry floors and strong roofs. After the Fullers returned to the United States, the idea continued to flourish in Zaire.

In September of 1976, Fuller called together a group of committed Christians to discuss the future of this dream. Habitat for Humanity as an organization was born at this meeting. It would "always be thoroughly ecumenical . . . [and] would remain a low-overhead operation, financed at each location by a revolving Fund for Humanity . . . [and] it would serve as a facilitating group, linking resources with people in need through existing [institutional] structures."³

¹ Fuller, Millard. *Bokotola*. New York: Association Press. 1977. pp. 17-18.

² *Ibid.* pp. 18-19.

³ Fuller, Millard, and Diane Scott. *Love in the Mortar Joints*. Chicago: Follett Publishing Company. 1980. p. 82.

Habitat has two distinct types of projects: sponsored and affiliated. A sponsored project (usually in a developing country) is one to which Habitat for Humanity International commits funding and provides personnel for at least three years. An affiliate project is one which enters into a covenant relationship with HFH International and abides by HFH International's guidelines, but is responsible for generating its own funds and recruiting its own personnel through a local Board of Directors. Hundreds of affiliates exist throughout the United States, Canada, and Australia. Many more local groups are continuously forming in new localities.

The current costs of Habitat homes range from an average of \$2,000 in developing nations to an average of \$35,000 (about \$11,000-\$60,000) in North American projects. (The higher-priced houses are in areas in which land costs are very high.) Mortgages are issued on a no-profit and no-interest basis over a fixed time period, usually between 7 and 20 years.

The stories of Habitat projects, sponsored or affiliated, are always remarkably similar. People from varied backgrounds, enthusiastic about this successful approach to a significant social problem, come together with a common goal—to work in partnership with the poor to eliminate poverty housing. Motivated by their faith and determination to make a difference in their community, they get together and organize a Habitat project and start building. The results have been amazing.

This manual does not attempt to tell the full story of Habitat, but to transmit the experience Habitat has gathered throughout the years. *See the Bibliography for resources that provide further information on Habitat's organization and history.*

Habitat's Philosophy

The goal of Habitat is to eliminate poverty housing and homelessness from the face of the earth by working in partnership with God's people in need. Using volunteer labor and donated funds and materials, Habitat builds or rehabilitates simple, decent houses and sells them to low-income families at cost with no interest added. Habitat is based on the conviction that Christian discipleship must be lived out in practical ways which help to lift burdens from the shoulders of others. Habitat focuses its ministry on housing, which is considered a fundamental need and right of humanity. Two of the most important elements of this ministry are the concepts of the "economics of Jesus" and "Christian partnership".

Economics of Jesus

The "economics of Jesus" is a concept involving several principles central to the work of Habitat for Humanity. The primary principle is that God multiplies the minute to accomplish the gigantic when people focus upon God's provision to meet human need and not upon some humanly created standard of merit. Jesus gave us a striking example of this when he fed thousands of people with a few pieces of bread and fish (Mark 8:1-10). Also, under this principle, human life—no matter how insignificant it may seem—is priceless. When dealing with the economics of Jesus, God's loving response to human need—not profit—is the motive for action.

Another important principle of the economics of Jesus is that the poverty of the "have-nots" is directly related to the riches of the "haves." John the Baptist speaks of the responsibility of Christians in this situation when he tells us that those with two shirts should give one to someone who has none and those with food should share it (Luke 3:11).

The economics of Jesus, when applied to Habitat for Humanity, is a call to step out in faith to build houses with the poor and to sell them at no profit and no interest.

Christian Partnership

Also integral to the ministry of Habitat for Humanity International is the concept of "Christian partnership". This partnership is two-fold. First, Habitat is in partnership with God. It is not a movement of individuals, but a movement of God. Second, Habitat is a people-to-people partnership which joins people together regardless of race, nationality, religion, or socioeconomic status.

Partner Families

This people-to-people partnership begins with the homeowner families (partner families). Habitat is not a giveaway program, but a joint venture in which those who benefit from the housing ministry are involved in the work at various levels. They help with the construction of their own houses, as well as the houses of their neighbors.

Other people from the community work alongside the partner families, offering both their time and money. These volunteers and partner families join together as co-workers, each working with one another on an equal footing, and each contributing from his or her own experience for the good of all.

Volunteers

Volunteerism is an important part of this partnership. Thousands of volunteers provide much of the skill and labor needed for Habitat's work. Volunteering with a Habitat project enables people to invest part of their lives in the lives of others and to become personally involved in God's work. These partners work at the international headquarters in Americus, with sponsored projects overseas, and with Habitat affiliates. They volunteer their time and services for periods ranging from a few days to several years. As volunteers work side by side with partner families and other Habitat workers, Habitat becomes a ministry not only to those receiving houses, but also to the volunteers. Many volunteers gain a new insight about justice, Christian living, simplicity, service, and Christian responsibility. Often, they become ambassadors for spreading the good news of the Kingdom of God. In this way, the vision of partnership reaches beyond the Habitat community.

Worldwide Partnership

Each local affiliate signs a covenant with Habitat for Humanity International in which it agrees to become a partner in the international program by giving a tithe of its income (10%) to support this ministry. Habitat affiliates, as well as individual Habitat supporters, donate funds for building houses with God's people in need in developing countries. This partnership promotes understanding of how a simple lifestyle permits sharing of our resources to help meet the needs of others. Partners are motivated to become more responsible members of the world community. See "Affiliate Tithing," Chapter 3.

Theology of the Hammer

Important to this partnership is the uniting of Christians from many different denominational backgrounds along with people of other religions to work together with people in need. Habitat professes the theology of the hammer, which simply means that Christians may disagree on many religious points, but we can agree on a nail, and the use of the hammer as instruments to manifest God's love. In his book, *No More Shacks*, Millard Fuller states, "We can agree on the imperative of the gospel to serve others in the name of the Lord. We can agree on the idea of building houses for God's people in need, and on doing so using biblical economics, no profit and no interest."⁴

Inclusive Ministry

In this spirit of partnership, Habitat strives to be an inclusive organization, encouraging people from a broad spectrum of social, ethnic, and economic backgrounds and from a wide diversity of religious experiences to work together. As affiliates expand to more widespread locations, an ever stronger

⁴ Fuller, Millard and Diane Scott, *No More Shacks*. Texas: Word Books. 1986. p. 127.

ecumenical base is created. Denominational agencies, interdenominational coalitions, interfaith programs, and secular organizations bring a wealth of resources into the housing ministry of Habitat for Humanity.

Fund for Humanity

The money to build houses at each Habitat affiliate comes from the local Fund for Humanity. The money for this fund comes from Habitat house payments, contributions from individuals and organizations, no-interest loans, and income from fund-raising projects. The rich and poor are joined in partnership through the Fund for Humanity. The fund is designed as an honorable and just way for the affluent to divest themselves of some of their wealth and to provide capital for the poor.

This fund was formed in the spirit of the Apostle Paul's admonition to the members of the church in Corinth to share their abundance with those in need so that there might be some equality (II Corinthians 8:1-15).

Ministry to the Affluent

Habitat for Humanity is not just a ministry to the poor, but also a ministry to the affluent. Jesus warned us that financial wealth very often becomes a spiritual liability. He told us that it is more difficult for a rich person to enter the Kingdom of Heaven than it is for a camel to pass through the eye of a needle (Matthew 19:23-24). Through the Fund for Humanity, Habitat offers the affluent a chance to share some of their wealth so that it will not become a liability.

However, Habitat seeks more from the rich than just their money. It also desires their time and involvement. Habitat provides an opportunity for rich and poor to literally work side by side. Through this relationship, barriers are broken down and the life of each person is enriched. Habitat wants its donors, wherever possible, to support Habitat financially and become involved in a personal way.

Habitat for Humanity Affiliates

A final element of Habitat's Christian partnership is the partnership between Habitat for Humanity International and each of the Habitat affiliates. Each affiliate is an autonomous organization which works under the broad framework of Habitat for Humanity International. The affiliate has its own local Board of Directors and committees, raises its own funds, and builds in its local community. The basic foundational principles by which all Habitat affiliates operate are set forth in the Habitat Affiliate Covenant.

Habitat's Affiliate Covenant

The *Affiliate Covenant* is the basic policy statement of Habitat for Humanity International's relationship with a Habitat affiliate. This is the document from which a Habitat affiliate functions. It is signed by the Board of Directors of the local Habitat affiliate and by a representative of Habitat for Humanity International. Each board agrees to operate by the principles of the covenant.

The *Affiliate Covenant* is a moral and spiritual document, not a legal one. From this perspective, the covenant relationship is on a higher plane and requires more than would a merely legal relationship. The covenant is a statement of faith and policy and is stated in such a way as to permit flexibility within the Habitat family.

The covenant describes the purpose of Habitat for Humanity and the basic assumptions which undergird its work. See *Appendix 2-G, Affiliate Covenant (with elaboration)*.

Regional Structure

For Habitat affiliates, the chief source of guidance and advice is the regional center staff. The regional center is the main link for affiliates to Habitat for Humanity International. As of 1993 Habitat has 15 regions in the United States. The affiliates in some countries work through a national organization established in those countries. Where there is currently no national organization, affiliates work directly through the Americus office. For best results, affiliates should contact their regional director first when they have questions or concerns. For the most current information on how to contact your regional center, call the Habitat Help Line at 1-800-HABITAT and ask for the Habitat Help Line. Habitat's United States regions have been grouped into major areas. Each area is led by an area director located in Americus.

The staff of each regional center carries out a variety of functions in representing the total ministry of Habitat for Humanity in that region. The primary duty is the coordination of the affiliate program. Staff and volunteers within each region provide guidance and resource materials to existing and prospective affiliates.

Each region also hosts a regional conference, regional training events, and/or state meetings annually. These conferences are opportunities for Habitat partners within the region to share information, fellowship, and inspiration. The regional office may also be asked by local affiliates to assist with fund raising, volunteer recruitment, and Habitat special events. A current map of Habitat's U.S. regional centers is available upon request from the Habitat Help Line.

Starting a New Habitat for Humanity Affiliate

One of the most important times for a Habitat affiliate is before it is formally accepted for affiliation by Habitat for Humanity International. Planning and laying a strong foundation for affiliate operation is critical. Spending the time needed to do this background work may be frustrating, but a proper beginning is important to the long-term success of a Habitat affiliate.

The book *How To Start a Habitat For Humanity Affiliate* is your major resource for the initial steps in organizing your affiliate. Every affiliate and prospective affiliate should have at least one copy of this book.

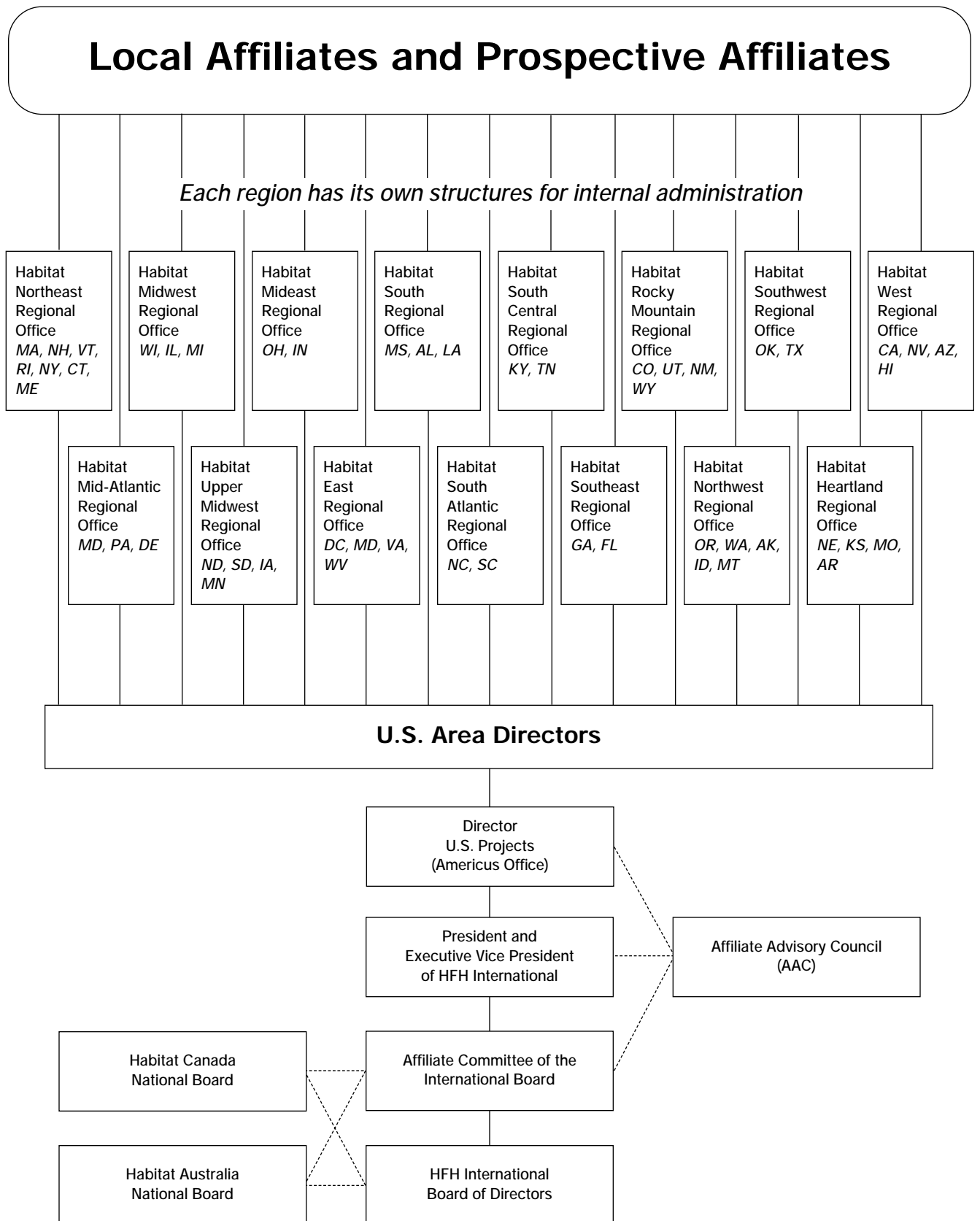
Rather than repeat the information from the book, samples that have worked for other affiliates have been included in the appendix section of this volume. See *Appendix 2-A, (Sample) Organizational Steps for the Establishment of a Habitat for Humanity Affiliate*; *Appendix 2-D, (Sample) Bylaws Check List*; *Appendix 2-E, (Sample) General Personnel Policies*; *Appendix 2-F, (Sample) Business Plan*; and *Appendix 8-A, (Sample) Long-range Plan*. These samples, forms, and examples are only suggestions. They may be copied and used as they appear, or modified and adapted to fit your particular needs.

Affiliate Advisory Council

History

The Affiliate Advisory Council (AAC) assists the affiliate group staff and the Affiliate Committee of the International Board of Directors. Until recent years many tasks performed by the AAC involved assisting in the approval of projects and various other support activities within each of the regions. Because of the growth of Habitat's affiliate work over the years, many of these functions are now supported by the regional center staff and HFH International.

fig. 2.1 Affiliate Program Structure



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At the Fall 1989 Affiliate Committee meeting in St. Louis, a task force was activated to restructure the AAC—to look at its mission and the details of its role in the affiliate work of Habitat for Humanity. After soliciting information from the Affiliate Committee, regional advisory council presidents, and affiliate group staff, the task force proposed a new version of the AAC. The first meeting of the restructured AAC was held in Americus, GA, on January 10-12, 1991. At this meeting, the AAC reviewed and adopted the proposals of the task force, with some minor revisions, which are reflected in more detail below.

Purpose

The AAC represents the affiliates in the analysis of policies and issues and makes recommendations to the Affiliate Committee of the International Board of Directors. The AAC gathers information from the affiliates, regional advisory councils, the Affiliate Committee of the international board, and affiliate group staff (including regional directors). The AAC acts as ambassadors to the affiliates, in partnership with the regional directors, concerning international board policies and decisions and other concerns.

Structure

The structure of the AAC encourages broad representation and diverse input.

Regional Representation

The AAC is comprised of one representative from each of the 15 regions in the United States. Also, several Habitat homeowners and resource people from other organizations may be added.

Length of Term

Each AAC representative serves a term of no more than three years. Representatives may not be reelected to a second three-year term. During 1991, each representative served for a one-year term. Also during 1991, a representative from each region was elected to serve a one- to three-year term, depending on the rotation selected on January 1.

Selection

The AAC representative from each region is selected by a vote at the annual regional conference held during the year prior to the year when a vacancy will exist for the region. Nominations are taken through the Regional Advisory Council or a nominating committee appointed by the regional director. If the selected AAC representative is not already a member of the Regional Advisory Council, then he or she shall serve as an ex-officio member of the Regional Advisory Council.

Officers and Staff

The AAC officers consist of a chairperson, vice chairperson, and secretary with terms for each not to exceed two years. The chairperson of the AAC serves as an ex-officio member of the Affiliate Committee of the HFH international Board of Directors and is expected to be present at all Affiliate Committee meetings.

The director of affiliate operations in Americus serves as the staff liaison to the AAC.

Committees

An Executive Committee consists of the officers of the AAC and two other members elected by the full AAC. This group must be available via conference call and mail to respond to immediate needs which may arise throughout the year. This requirement may involve the need of direct input from the AAC to the Affiliate Committee for the committee to make decisions.

Meetings

The AAC meets as a full council once a year. As stated above, the chairperson of the AAC is expected to attend all Affiliate Committee meetings throughout the year to represent the AAC at the Affiliate Committee level. Members of the AAC are encouraged to pay their own expenses to the meetings. However, HFH International provides funds for travel expenses when necessary.

Criteria For Selection

The criteria for selection of the AAC representative from each region are as follows:

- The nominees must have at least two years of experience in working with Habitat for Humanity at the affiliate level. They should have a good working knowledge of all areas of affiliate operations.
- The AAC representative must be a good problem solver and good communicator (both oral and written), as well as a good listener. The AAC representative needs to understand the commitment to serve and to attend one AAC meeting and the respective Regional Advisory Council meetings and be available throughout the year to respond to requests for input.
- The regional director must have input in the selection of the AAC representative.
- The AAC develops a covenant relationship among the representatives from each region in order to strengthen the commitment to serve.

These criteria can be further defined by each of the Regional Advisory Councils.

Partnership with Regional Directors

The relationship between the regional director and the AAC representative is to be a partnership. The AAC representative is responsible for supporting the regional director and other regional center staff in their work. The success of this relationship is, of course, dependent upon individuals, but the AAC should never support or foster the handling of issues in a manner which undermines staff.

Related Appendixes

- 2-A (Sample) Organizational Steps for the Establishment of a Habitat for Humanity Affiliate
- 2-B (Sample) Prospective Affiliate Update
- 2-C (Sample) Goals, Objectives, and Action Plans
- 2-D (Sample) Bylaws Check List
- 2-E (Sample) General Personnel Policies
- 2-F (Sample) Business Plan
- 2-G Affiliate Covenant (with elaboration)

Important Issues: Affiliates

Contained in this chapter are issues which each affiliate needs to discuss and become familiar with as they begin their work and as they plan for growth.

Government Funds

A statement regarding the use of government funds by Habitat for Humanity International and its affiliates is included in the *Affiliate Covenant*. It states:

“Habitat for Humanity appeals to the stewardship of Christians and others of good will in the sharing of their resources with the economically poor. Habitat also works in partnership with government to alleviate poverty housing. However, Habitat has chosen to operate under a self-imposed discipline which restricts that partnership. Government funds cannot be accepted for actual construction expenses or administrative expenses, but can be used for acquiring land, acquiring house to be remodeled, constructing streets or sidewalks, accessing utilities, etc.—setting the stage to build—provided no strings are attached that violate Habitat principles.”

The Habitat for Humanity International Board of Directors recognizes that in our world today, there is no way that an organization can be totally removed from government involvement (nor does Habitat see this as a desirable position). Habitat’s decision against the use of government funds for construction does not come from a belief that government is evil, but from a sense that Habitat has a unique role to fulfill—proclaiming that one’s involvement in meeting the needs of brothers and sisters is a very integral part of the gospel of Christ. For this reason, Habitat appeals principally to individuals, churches, and other organizations to share with God’s people in need in a voluntary, person-to-person relationship. This ministry of calling people to be good stewards of their resources is an important part of Habitat’s ministry.

During its December 1989 meeting, the Habitat for Humanity International Board of Directors provided clarification of the government funds policy. The board feels that the government’s role in relation to Habitat is to set the stage for Habitat construction. Many Habitat affiliates are located in areas in which the government cannot legally provide land, streets, utilities, and old houses needing rehabilitation to the affiliate as an in-kind donation. Therefore, the board has taken the position that accepting government funds specifically designated by the government agency to be used for the acquisition of these things is acceptable. In its statement, the board reaffirms that the funds must have no provisions which violate Habitat’s principles attached. The boards’ statement regarding this issue as clarified in December, 1989 is presented below.

Statement of the Board of Directors Relating to Christian Stewardship and Government Funds

Christian stewardship is essential and vital to Habitat's ministry and program. Habitat appeals to all people to share their resources with those in need. As a part of Habitat's ministry of Christian stewardship, Habitat does not accept government funds for the construction of new houses, for the renovation or repair of existing houses, or for the general operating expenses of the project. The Board of Directors hereby reaffirms Habitat's ministry of Christian stewardship and Habitat's government funds policy.

The integrity of the government funds policy has been weakened because of many asserted reasons for the government funds policy. Upon close reflection of the asserted reasons for the government funds policy, the board has determined that many of these asserted reasons are not underlying reasons for Habitat's policy and as a result have only obfuscated the policy. The asserted reasons are only aspects and results of the policy which many people find attractive about Habitat. The board has a strong belief that the government funds policy has been and continues to be an important factor to Habitat's success. Habitat, therefore, will continue not to accept government funds for the purposes named above.

Habitat does acquire streets, utilities, land, or old houses needing rehabilitation from governmental agencies if no strings are attached which violate Habitat principles. This position, however, lacks sufficient clarity to guide the conduct of Habitat affiliates and has been a primary factor in the recent loss in integrity of the government funds policy. The position has caused a tension in the government funds policy because of circumstances where Habitat affiliates accept funds or have the opportunity to accept funds from governmental agencies to acquire streets, utilities, land, or old houses needing rehabilitation. The tension exists because it is unclear whether by accepting such funds a project violates the government funds policy or is acquiring streets, utilities, land, or old houses needing rehabilitation in accordance with the stated position.

The Board of Directors takes the position that accepting funds from governmental agencies to acquire streets, utilities, land, or old houses needing rehabilitation is not a per se violation of the government funds policy. In taking this position, the Board of Directors strongly reaffirms that the funds must be specifically designated by the governmental agency to be used to acquire streets, utilities, land, or old houses needing rehabilitation and that the funds must have no strings attached which violate Habitat principles.

As stated above, there are other aspects of the government funds policy, besides Habitat's ministry of Christian stewardship, which are attractive to many Habitat supporters. One of these reasons is that Habitat believes the government is an unstable source of funds and, therefore, prefers to rely upon the more stable resources of the private sector. Even local governments are finding that little money is available for building new low-income housing units. In addition, the red tape and administrative burden involved in government funding often makes the funds uneconomical to obtain.

Habitat is also concerned about the effect that government funding may have on homeowners and contributors. It does not want contributors to be overwhelmed (and driven away) by large government grants. Habitat wants partner families to participate in the ministry by helping other families to obtain a decent house. It wants each family to realize that its house was made possible by the caring and sharing of concerned individuals, and asks them to care and share as well. If you have specific questions about government funding, please contact your regional director.

Affiliate Tithing

The *Affiliate Covenant* defines the tithe as follows:

“In recognition of the global partnership of Habitat for Humanity, and as an expression of solidarity, each affiliate is expected to contribute at least 10% of its cash donations with the exception of those funds specifically restricted to local use to the international work of Habitat for Humanity.”

Habitat requires no membership fee or tax for an affiliate to become part of the international effort. However, Habitat does expect and encourage affiliates to become partners in Habitat’s international work. By doing so affiliates are able to share what God has given them with their brothers and sisters in developing nations in which Habitat works.

Affiliates struggle to obtain their own funds to build homes in the local community. In spite of this struggle Habitat partners are aware that even the limited income of a struggling affiliate is an abundance compared to the poverty found in the developing nations. The cost of constructing houses in developing countries is significantly lower than in developed nations. This means for every house an affiliate builds here they are also able to build at least one or two houses in a sponsored project.

As stated in the affiliate covenant, affiliates are expected to give a tithe (10%) of their undesignated funds. Undesignated funds are funds that the affiliate receives with no restrictions as to where or how the money is spent. Sometimes affiliates receive money that the donor requests be used just in that area. These funds are restricted and do not count towards the tithe.

Most affiliates have committed themselves to supporting the international work of Habitat. All affiliate tithe money goes into house building grants in the sponsored projects. Tithe money is not to be used for administrative expenses at international headquarters or at the sponsored projects.

Affiliates may choose to send in their tithe money monthly, quarterly, or annually. HFH International encourages affiliates to send their tithe at least every quarter for two reasons:

1. HFH International continues to send house building grant money to the sponsored projects year round.
2. Affiliates sometimes find it hard to pay a large amount of money at the end of the year.

Affiliates may designate their tithe. HFH International encourages all affiliates, when designating, to designate to a more general designation. The general designations are:

1. Sponsored Projects General—Money goes into the general sponsored project fund. HFH International then decides which of the sponsored projects have the greatest need and the money is then disbursed to them.
2. Designate Tithe to Specific Area—Affiliates may choose from five different areas and designate their tithe to that area. HFH International will then determine which project or projects in that area have the greatest need. The areas that affiliates may designate to are: Central America, South America/Caribbean, Africa, Asia/Pacific, and Mexico.

Habitat realizes that some affiliates may have a strong connection with a particular sponsored project. Because of this they may wish to designate their tithe to that project. This method may be used, but the affiliate should be aware that if that project becomes receives more than its allotted share of funds it is necessary to ask for their funds to be redesignated.

Even though HFH International asks affiliates to make a more general designation, Habitat still encourages all affiliates to develop a relationship with a sponsored project. In developing and sustaining this relationship, affiliates are better able to interpret Habitat's international programs to their supporters.

Habitat refers to this as adopting a sister project. Habitat always stresses partnership. This partnership is never more evident than with a sister project. This partnership that an affiliate develops is a vital cooperative venture. It serves to link the affiliate and sponsored project in a tangible way.

The Habitat affiliate has a responsibility to financially support the international work of Habitat through the tithe program. For the local affiliate there are other ways to support the work of the international programs. Some ideas are suggested below:

- Pray regularly for your sister project at your meetings and celebrations.
- Let your homeowners select where the tithe money goes.
- Participate in a Global Village Work Camp to your sister project.
- Include recognition for the houses you build in the sponsored projects at your house dedications.
- Promote the support of your sister project through your newsletters and PR releases.
- Enlarge a good photograph of your sister project to put on your office wall.
- Collect small cash donations in a "cultural vessel". This vessel may be any receptacle appropriate to the chosen country.
- Commit to correspond with your sister project and send photographs and newspaper clippings of your affiliate's activities to the sister project.
- Involve young people in your community by giving presentations on the international work to schools and youth groups.
- Help homeowners participate in a Global Village Work Camp.
- Locate, through churches and other organizations, foreign nationals who may be able to help your affiliate involve the community in Habitat's international work.

This matter of tithing is not to be made an issue of Habitat law. Instead it is a privilege for each of us to work with others to create a more decent physical environment in which to live.

Minority and Grass-roots Partnership

The lack of minority participation in many affiliates should not be viewed as an unsolvable problem, but as an opportunity for Habitat to model an intercultural partnership as no other organization has. The following information provides some resources necessary to gain that partnership which joins people together regardless of race.

Defining Partnership

Webster's dictionary defines partnership as "A relationship resembling a legal partnership and involving close cooperation between parties, having specified and joint rights and responsibilities." A partnership can only be established by mutual agreement of all members. The members of a partnership are equals in power and in service. Each member has the same power to make decisions, and each member must serve to the benefit of the partnership. A partnership agreement transfers power to others, assumes equal responsibility for its use, and accepts its use by others. The concept of partnership can further be seen in the Greek word "koinonia" (communion) which can be defined as "the share which one has in anything, a participation, fellowship recognized and enjoyed."

Understanding Affiliate Development

Most affiliates have their roots in a white suburban church. Their development often unfolds like this: A church with a socially concerned pastor or lay leadership invites a Habitat speaker to address their congregation. Enthusiasm develops as they hear the message of Habitat and begin to read literature about the Habitat story. Soon they join with similar churches to put together a Habitat program. Then, a target area of the community is chosen.

The group then visits a number of minority churches in the area and gives the exciting news that Habitat is going to start building in **your** neighborhood. An attempt is even made to speak in a few churches, but the message is, "Here's what we are going to do **for** you." The minority community then sits back and says, "You are? Go right ahead."

Why do they sit back and just watch? Look at some of the words in the above definitions: agreement, joint rights and responsibilities, a participation, fellowship. Simply put, partnership is equal ownership; and coownership is not demonstrated in the above model because the minority community has been excluded from the formation of the partnership and is brought in at the last minute. There is no participation. There is no mutuality in the agreement. There is no equality.

Most Habitat projects hope this partnership will be built because the minority community will see the good things that Habitat is doing and, since it is good, will join in. That is not the case. The minority community simply has no model of "white partnership" that has ever worked. There is a suspicion of any white "do-gooder" who wants to come into "my" community with another promise of "look what we can do for you."

Achieving Empowerment

Habitat's ministry is not simply the building of houses, but the building of partnerships in which there is development and growth in the community and empowerment of the people within the community. To empower someone else is to:

1. Recognize that the other does not have the power
2. Recognize that you have the power or ability to transfer power to another
3. Transfer the power to another
4. Accept that you have lost some power by choice

A Habitat project cannot succeed if it is composed solely of affluent people from the suburbs who go into the "needy area" to help the community of need. A successful Habitat project is led by a spirit of servanthood. It involves persons from all the various segments of the community in all aspects of the project and establishes an equal partnership among the members of the community of need and the community of support. This partnership requires the community of support to relinquish some power and control to the community of need. In order for there to be partnership, the members of the community of need must share ownership in and responsibility for the success or failure of the project. These are the dynamics of empowerment.

The idea behind Habitat is not to provide charity for the poor, but to help provide the capital and experience needed to effect long-term change in the community. When the community of need has ownership of and partnership in a project, it supports the project and provides the positive input and work necessary for long-term success. If the members of the community in which a Habitat affiliate is building are involved in the project, they will protect, not vandalize, the Habitat properties; they will work with other volunteers, not be wary of them. Equal partnership is necessary for a positive relationship between the community of need and the community of support; this positive relationship is necessary for an effective Habitat affiliate.

Meeting the Challenge

Building minority and grass-roots partnership is challenging, but essential. Leaders from these communities have no model of a long-term partnership which crosses cultural and economic lines and enables them to have an equal voice and truly to feel ownership. Habitat is responsible for fulfilling its calling to be this type of partner. This partnership takes time and effort, but minority and grass-roots involvement is crucial to Habitat's ministry and reaps great rewards for you and your affiliate as well as the community of need. *See Bibliography for more resources.*

Involving the Community

People from the minority and grass-roots communities must be involved from the beginning. Demonstrate the fact that your group desires grass-roots involvement and participation in the organizational process and that it needs input in order to develop the structure for how the Habitat affiliate will be run. Gaining this involvement at the beginning is much easier than coming to the community with an already-established project and asking for involvement. Go to the community; do not expect the community to come to you. At the beginning, you do not have to undo any mistakes because you are starting off fresh. Some give and take is to be expected in reaching a mutual agreement with all.

Serving Two Population Segments

Minority and grass-roots partnership primarily involves two segments of the population: 1) the minority community which is not part of the community of need and 2) the community of need, which includes people of all races. Your affiliate will want to develop and implement a plan for involving groups and individuals from these segments of the population. Very often, steps your affiliate takes to increase involvement from these groups overlap, but it is important to be aware that gaining involvement from affluent minorities is not the same as gaining involvement from the community of need.

Overcoming Barriers to Partnership

Minority and grass-roots partnership is a concept that most people who are involved in various ministries believe is important, but it is not one that we practice often enough. Our neighborhoods, social gathering places, and even our churches are usually segregated to a large degree. In fact, the church is one of the most segregated institutions in our society. While this situation is not usually due to overt racism or intentional exclusionary actions or policies, it is primarily due to economic and racial barriers created unintentionally due to our lack of understanding of other population groups. Often we have not had much interaction with people from different racial or economic backgrounds. This lack of interaction causes ignorance, fear, and prejudice—both conscious and unconscious—which causes us to erect barriers between ourselves and people from different backgrounds. Habitat offers an opportunity to break down these barriers.

Breaking Down Barriers

Desire for Partnership

The most important elements of a minority and grass-roots partnership program for your affiliate are desire and commitment; your affiliate must honestly desire and be committed to involvement from these members of your community. If your affiliate's board members and other leaders do not see minority and grass-roots involvement as a necessary part of your affiliate's successful operation, they will never be able to gain this involvement. Often, gaining this desire requires an honest evaluation of our motivations and our hearts, while considering the purpose of Habitat—to build "in partnership with the poor". We must open our minds, educate ourselves, and break down some of the prejudices which have been instilled in us by our society and culture. However, this process is necessary if Habitat is truly to be a partnership housing ministry.

Education

In order to involve members of the minority community successfully, you must educate yourself about that community. Read books and current periodicals dealing with the minority community. Research what types of community development are already taking place in the community. Get to know members of the community and ask questions. This research generally means going into the community much like Jesus went forth in the lands to know his people.

One-on-One

The best way to begin to break down the barriers existing between people of different backgrounds is for us to get to know one another personally. We need to relate to each other one-on-one, as friends and co-workers. Jesus shows us this by his example of traveling, talking, and sharing meals with those people against whom the society of that time held prejudices—tax collectors, the poor, drunkards, and other “sinners.” Also, when God chose Peter to begin to break down the barriers between Jews and Gentiles, he had Peter go to the house of Cornelius, to visit him as a friend (Acts 10).

Specific Steps

Specific steps that individuals from your prospective Habitat affiliate can take to break down barriers vary from person to person, but they always involve getting to know people from minority and low-income communities as friends. Visit a church for the Sunday service in the low-income community where your Habitat project might be working. If a white person visits a predominantly black, Hispanic, or Asian church, the members recognize him or her as a visitor and usually go out of their way to make him or her feel welcome.

When visiting a church or community for the first time, it is important to do so with an open mind, ready to learn. This attitude usually means listening and not talking. Remember that your group needs the input of the minority and grass-roots communities, and it is important that they not perceive your group as wanting to come into the community and control the new Habitat project.

Introductions

Visiting an unfamiliar church or community “cold” is uncomfortable for many of us. Having someone from the community introduce you is often helpful. This person may be a friend or acquaintance from work or a friend of a friend. Tell this person about Habitat and ask him or her to take you to church or to a social event or civic meeting so that you can meet some other people from the community. Although this type of cross-cultural interaction may be new to you, if you are sincere in your desire to involve people as partners in Habitat’s work, they see and feel this sincerity and respond positively to it.

Actions that Build Minority and Grass-root Partnership and Involvement

The following are ideas for gaining minority and grass-root involvement in your affiliate:

- Educate yourself to understand the people with whom you are working.
- Develop a relationship(s) with a mentor(s) from the community who can advise, teach, and confront your group.
- Ask if you can hold your meetings at a church in the community of need. Contact minority clergy associations.
- Involve minority groups in specific things they can and want to do. Ask a church to host a meeting. Ask a community group to provide a meal for volunteers. Ask a Sunday school class to paint the exterior of a house.

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- Invite minority churches to become Covenant Churches (and provide appropriate presentations as to what this involves).
- Publicly acknowledge participation by minority churches. (Thank-you letters are often read and posted in church.)
- Contact minority church pastors, community leaders, and skilled crafts-persons, and let them know you desire active participants. Often, they will be too busy for direct involvement, but ask him or her to identify person(s) who could serve as board or committee members.
- Publicize Habitat (including group meetings) in the target community (in church bulletins, store windows, on the radio, etc.).
- Identify Habitat supporters with the gifts necessary to communicate effectively with the community of need (e.g., interpersonal skills, bilingual, etc.).
- Use appropriate resources in non-English speaking communities. (Some Spanish resources are available from HFH International.)
- Ask minority organizations to help plan and participate in groundbreakings, dedications, etc.
- Remember Habitat's role is to be a servant to the community and serve in ways that are affirmed by the local people.
- Listen to and learn from the people with whom you are working. Ask, do not dictate.
- Examine the motives behind your actions. Show sensitivity.
- Involve and develop minority leaders for the affiliate and let them lead.
- Make an intentional commitment to the development of people from the minority community.
- Actively seek potential board and committee members from the minority and low-income communities.
- Attend minority partnership workshops at Habitat regional conferences and exchange ideas with other affiliates.

Habitat for Homeless Humanity

The Habitat for Homeless Humanity (HFHH) program of HFH International was created to guide and support initiatives of local affiliates in working with the homeless population through partnerships with other local organizations. As with all Habitat efforts, however, the substantial work in this program must take place at the local level.

Background: Habitat and Homelessness

Over the past few years, some affiliates have expanded their housing ministry to address visible homelessness. In Spokane, WA; Bangor, ME; Orange County, CA; Dallas, TX; and places in-between, affiliates have assisted local groups that are already working with visibly homeless people. Habitat for Humanity of Orange County stated in its newsletter that this was a good way for a new affiliate to use the

construction skills of its volunteers: “Some local shelters have expressed interest in such [skills]. For example, a local shelter has plans for expansion, but cannot afford labor costs. Habitat volunteers could make the difference for the project.”

In a broader sense, affiliates already work with a part of the larger homeless population when they work with families living in indecent shelter. Though these homeless may be “hidden” or “invisible” because they have four walls and a roof, they are in some respects as “homeless” as those without a permanent residence.

Why “Habitat for Homeless Humanity?”

HFHH was created to meet several needs. First, this separate program exists to inform all affiliates about the specific care that Habitat can provide to the homeless population. The Habitat Help Line in Americus has materials to assist affiliates considering a homeless project.

Though this program has only existed for since 1988, HFH International has already become a central location where ideas and information on ways of addressing homelessness are exchanged. The program was also created to set up unified, identifiable goals for Habitat’s collective homeless efforts.

Habitat For Homeless Humanity Goals

The Habitat for Homeless Humanity program, as a witness to the Christian gospel, guides affiliates toward three goals:

1. Cooperate with other local agencies.

Working with a literally homeless population will be new for almost all affiliates. Therefore, the advice and guidance of experienced and trained caretakers will be invaluable. Habitat must build mutually beneficial relationships with other groups concerned with homelessness; cooperation with these groups adds much-needed experience to Habitat’s efforts.

2. Focus upon that portion of the homeless population capable of home ownership.

Habitat has always stressed the value of home ownership because owning a home is a powerful and transforming event. Likewise, HFHH recognizes that some homeless families can be empowered by owning a home. When this happens, the benefit is far greater than is possible with less permanent shelter.

3. Develop with homeless families or individuals a continuing personal relationship that nurtures them toward partnership as a Habitat homeowner.

Families and individuals accustomed to living in indecent shelter gain tremendously from the supportive environment provided to potential homeowners by other homeowners and by the Family Nurture Committee. A nurture committee for homeless persons can provide similar support to a homeless potential homeowner. Often, homeless people have little or no support from family or friends.

A nurture committee for the homeless can offer friendship and more. With the guidance of a trained case manager, Habitat volunteers can be both effective advocates and helpful friends. Information on contacting experts or professionals is provided in the HFHH manual. *See Bibliography for ordering information.*

The ultimate goal of this supportive relationship is to prepare the homeless family to apply for a Habitat home. Once a homeless family is prepared to apply for a home, the family’s progress toward full ownership should follow the same path as other applicants, including application and selection, a down payment, sweat equity, and other standard requirements.

Affiliate's Decision

If your affiliate considers involvement with HFHH, the affiliate needs to decide what is appropriate for its ministry. This decision should be guided by self-examination on several questions:

- Is the addition of this new work appropriate for us at this stage in our development? (Your regional director will be able to provide helpful guidance to you on this matter.)
- What is the commitment of the members of the Board of Directors to this idea?
- How has our work in the community been received so far?
- How are other groups or agencies presently helping homeless people in our area?
- What resources do we have that we can put to use (extra building materials, volunteers with special knowledge or commitment to the homeless population)?
- What are the needs of the community?
- How can we best serve those needs?

You should also seek the advice of your regional director as you pursue these questions.

Examples of Working With the Homeless

1. Lending crews to construct or rehabilitate a facility to be used by another organization for emergency or transitional housing.
2. Building or rehabilitating a facility to be sold to another organization at no profit and no interest for emergency or transitional housing.
3. Work in partnership with another housing organization to prepare families living in transitional housing to apply for Habitat housing.
4. Establish or join a housing network.

International Program

Habitat for Humanity International believes that building relationships and communities facilitates building houses. Each project brings people together, transcending boundaries of culture, status, and race to join in the common goal of eliminating poverty housing throughout the world. Cooperation and partnership among all kinds of people are essential to achieving this goal. Our ministry is to help all God's people have adequate housing.

Two types of Habitat projects exist worldwide—Affiliate and Sponsored.

Habitat affiliate projects exist in communities and countries where significant funds can be raised within that community or country to provide for the building of houses. Many Habitat affiliate projects maintain a sister-project relationship with a sponsored project. *See "Affiliate Tithing" in Chapter 3.*

Sponsored Projects

Sponsored projects exist in communities and countries where significant funds to build houses within that project cannot presently be raised locally. Sponsorship means Habitat for Humanity International (HFH International) takes responsibility for funding and for securing International Partners for the work of the project.

When a community decides it wants to start a Habitat sponsored project, it must form an ecumenical Christian local Habitat committee similar to a prospective affiliate which forms a steering committee. The local committee must write and submit the proposal to become an approved, sponsored project.

To work in partnership with HFH International, the local Habitat committee agrees to sign a sponsored project covenant. This covenant gives the local Habitat committee responsibility for basic decision making and leadership in a sponsored project. The local Habitat committee must also oversee, along with the International Partner, the operation and management of the sponsored project.

International Partners (IPs) are long-term volunteers assigned to a sponsored project to lend support to that community's efforts. IPs serve three-year terms which include training time at Habitat headquarters and often include language training. IPs come from all across the United States and from many other countries and serve as a visible reminder of Habitat's intercultural partnership. They help empower local communities and also help ensure the integrity of Habitat's program.

Although Habitat for Humanity International often works in cooperation with other organizations in establishing and operating a sponsored project, HFH International does not make donations, grants, or otherwise provide funding for individuals, churches, or institutions. HFH International only provides funding for a sponsored project proposed by a local Habitat committee, primarily for the building of family-owned homes, and approved by the HFH International Board of Directors.

As a sponsored project becomes established and experienced in building many houses, later building phases will be approved on a matching-fund basis. Income from mortgage payments will be matched with funds transferred from HFH International to build more houses in the local Habitat program. For example, HFH International may choose to fund several houses in the sponsored project for every house that is built with funds raised locally. Habitat hopes that eventually all sponsored projects will be able to support themselves financially.

If you need more information on Habitat's sponsored project program, please call the Habitat Help Line. A current listing of Habitat sponsored projects is available upon request.

Global Village Work Camps

The Global Village program is a series of overseas work camps with an educational focus, a spiritual foundation, and a way to raise funds to help build houses in our sponsored projects. This program provides an opportunity to live and work with our Habitat partners in sponsored projects in other countries. We demonstrate our solidarity by more fully understanding and experiencing their cultures, faiths, and economic plights.

Work camps give the opportunity to build relationships with our neighbors who need a house. As we carry water, sift sand, and mix mortar with our brothers and sisters, we begin to relate, not doing work for them, but with them. Participants often return with compelling personal stories about those with whom they have worked and a desire to share those experiences with others.

Under this program participants travel to one of the countries around the world in which Habitat for Humanity International (HFH International) is building homes. The duration is anywhere from one to three weeks, and costs range from about \$500 to \$3,800. The Global Village office in Americus, GA, provides training and orientation materials.

The Global Village Experience

Habitat for Humanity International has been termed a two-pronged ministry: to the poor and to the affluent. Under the Global Village program, participants pay all of their own expenses to travel hundreds or thousands of miles and work side-by-side with their global sisters and brothers, offering them one of the few things that they already have plenty of—unskilled manual labor. To the casual observer outside of Habitat's Christ-centered mission, this situation is not logical. Who are these people? Why do they do it? What do they get out of it? Following are some comments taken from evaluations by recent work campers:

- "I was the biggest beneficiary of this experience. The Christian ideals and principles we contemplate at church on Sundays became a continuous, living, joyous, reciprocal reality."
- "The opportunity that work camps provide is life-changing."
- "You think you come to teach, but a great deal of the time is spent learning from the host country, from our Habitat friends, and from each other."
- "Because we were there, they know that people thousands of miles away care about them and support their work."
- "God did amazing things with the hearts of thirteen people that will last forever."

- “This trip to Guatemala opened my eyes to a world I’d never known.”
- “We brought energy, enthusiasm, faith, sweat and Christ’s love to Costa Rica and left hope, increased personal dignity, brotherhood, and a part of our hearts.”

Global Village Work Camp Guidelines

A Habitat Global Village Work Camp is an opportunity—an opportunity to live and work with a group of people at one of Habitat’s sponsored projects. The camp is one way to demonstrate our solidarity with people in need in another culture.

Groups learn about Habitat’s philosophy, issues of poverty, development, and culture. They learn about self-help and sweat equity as they build with our partners overseas. Understanding our host’s culture, beliefs, and social practices is a part of preparing for a work camp.

Work camp guidelines are:

1. A group must have eight to twenty people (at least 18 years of age). (Accepting youth less than 18 years old is dependent on specific project requirements.)
2. At least one member of the group must be fluent in the language of the country you visit. If no member of the group speaks the language, an interpreter must be hired by the group.
3. Participants must be in good health. Most sponsored projects are several hours from the nearest medical facility.
4. Habitat requires that each participant of the work camp contribute or raise funding above his/her own costs. This money is used towards houses which range in price from \$500 to \$3,800. Each group will pay for at least one house in a host country, but often the money raised will pay for three or more houses.
5. Groups are responsible for all of their expenses, including travel, food, transportation, insurance, touring within the country, and administration fees of Global Village office and several of the countries you may visit.

Scheduling a work camp needs to be done early. About six months’ preparation is required for an overseas work camp, but many of our projects are scheduled at least one year in advance. Write the Global Village Work Camp coordinator in Americus, GA, for information about going to a particular country.

When you receive a confirmation of the dates and place for your work camp, you will receive an orientation packet and detailed information about the country and costs.

Affiliate Participation in Global Village Work Camps

Habitat affiliates are the life-blood of sponsored projects—without their prayers, letters, and financial support, the overseas part of this ministry could not survive. An affiliate’s participation in a Global Village Work Camp can be a profound expression of support for our International Partners, the local committee, and the work that we do together. Some of the ways that an affiliate can participate:

- Organize an affiliate work camp to visit an overseas sister project.
- Organize a joint work camp with other affiliates who have the same sister project.
- Participate in an already scheduled work camp on an individual or group basis through the Global Village office in Americus.

Vision Habitat

A pair of eyeglasses is taken for granted in this country, and an old pair is often discarded without much thought. But that casually discarded pair of eyeglasses could be a meaningful contribution towards building a decent house for a family in need in the Third World.

The ultimate goal of Habitat is the elimination of poverty housing in the world. One method of raising funds for this endeavor is the collection and distribution of used and discarded eyeglasses.

Habitat for Humanity International receives eyeglasses in numbers that vary from a handful to hundreds. They are contributed by individuals, churches, and organizations from all over the country. Upon receipt, they are sorted according to their condition and the type of correction. Next, they are packed in an eyeglass case, loaded into 55 gallon drums, which hold about 800 pairs, and transported to Habitat sponsored projects in developing countries in Africa, Latin America, and the Asia/Pacific area, where they are sold at low cost. The collected monies go toward house building in that project. Often in these countries, eyeglasses are not readily available. Thus, having them can make a big difference in people's lives. For instance, people who want to participate in church services are then able to read the Bible and hymnal with new clarity. The proceeds from one barrel of eyeglasses usually builds a Habitat house.

This program is exciting for churches who become involved, especially if the church is limited in economic or human resources to help in other ways. Sunday school classes and youth groups enjoy working on this project as a meaningful way to become involved in missions. This program is something that young people can identify with which young people can identify.

Habitat needs your used and discarded eyeglasses so that more houses can be built. For more information call the Habitat Help Line.

Related Appendixes

4-A (Sample) Affiliate Procedures for a Global Village Work Camp

Affiliate Structure and Organization

Section II

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Affiliate Board of Directors

Each Habitat affiliate Board of Directors has the opportunity to show their commitment to partnership with God's people in need by giving their time, talents, and money, and enabling others to do so. This opportunity carries with it many responsibilities. Each board discharges those responsibilities as good stewards and in a manner that meets the requirements of the *Affiliate Covenant* and local, state, and federal law.

For the affiliate to advance and grow, it must develop a strong, effective, and productive governing board. Such a board is potentially the most important instrument both for general organizational building and for fund raising. The process for identifying board candidates and selecting, orienting, involving, and acknowledging each new member is central to the overall long-term effectiveness of your affiliate.

The initial Board of Directors should be listed in the bylaws. This board is responsible to organize the affiliate and to establish the structure and procedures by which it will be operated. The initial board should create a Nominating Committee that will work with the initial board to develop a permanent, self-perpetuating Board of Directors to operate the affiliate. See *"Organization of the Affiliate," Volume 2*. See *Appendix 6-C, (Sample) Bylaws of Habitat for Humanity of _____, Inc., Volume 2*.

Selecting Board Members

Method of Election—Nominating Committee

The success of the affiliate depends significantly on the quality of the Board of Directors. The board's quality often reflects both the strength of the Nominating Committee members and the plan the committee develops to identify and select each new board member.

The main responsibility of the Nominating Committee is to help the initial board select the most effective leaders for the affiliate's current stage of development.

The initial board should define the Nominating Committee's responsibilities in writing either in the bylaws or articles of incorporation. Responsibilities should include:

- Proposing criteria for identifying and selecting potential board members
- Cultivating their interest in the affiliate
- Presenting them to the initial board for approval
- Orienting the new members to their responsibilities
- Involving them in the life and work of the board

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- Recognizing their achievements
- Planning for regular governing board self-assessment retreats or sessions

See *Appendix 2-F, (Sample) Business Plan and Appendix 10-A, (Sample) Affiliate Calendar*.

After the initial board selects members for the Nominating Committee, one of the first tasks is to develop (or review) a committee plan to carry out its responsibilities following the terms set out in the affiliate covenant and bylaws. After the Nominating Committee completes a plan, the committee should devise a schedule or calendar for accomplishing the items on the list. See *Appendix 5-A, (Sample) Nominating Committee Plan for Board Development*.

The Nominating Committee must then define or review the basic responsibilities of the Board of Directors. These board responsibilities may include:

- Determine the affiliate's mission and purposes.
- Select the executive director or president who manages the affiliate.
- Support the executive director or president and review his or her performance.
- Ensure effective organizational planning at all levels of the affiliate.
- Ensure availability of adequate resources for the affiliate.
- See that resources are managed effectively by the affiliate.
- Determine and monitor the affiliate's programs and services.
- Enhance the affiliate's public image.
- Serve as a court of appeal for disputes within the affiliate.
- Assess the board's performance.

Having determined appropriate responsibilities, the Nominating Committee is ready to nominate individuals who will be elected by the initial board to replace them at the end of their terms. A large group meeting is an awkward and ineffective nomination process. Instead of a large group meeting, the steering committee or a separate Nominating Committee should thoughtfully select a board that will be effective and representative of the entire community. See *Appendix 6-C, (Sample) Bylaws of Habitat for Humanity of _____, Inc., Volume 2 for the duties of the Nominating Committee*. See "Organization of the Affiliate," Volume 2 for a description of the initial Board of Directors and for questions concerning membership.

Habitat recommends a self-perpetuating board (i.e., a board that elects its own members). However, some nonprofit organizations believe strongly in an organization in which the board is elected by the general membership which should be carefully defined. If this structure is used, a Nominating Committee must meet to choose a slate of candidates to put before the membership. The Nominating Committee has an extremely important task to ensure that the board has overall balance and representation. Using a Nominating Committee at this point and in the future helps to avoid the "warm body" approach to board membership whereby individuals are placed on the board solely because they are available.

Whether selecting board members themselves or preparing a membership slate, the Nominating Committee should carefully consider all who have indicated an interest in serving on the Board of Directors, but the committee should also consider the wide range of other factors listed below.

Structure

The affiliate's bylaws should define the work of the Nominating Committee and other officers before they begin to do their work. For example, it will define:

- Officers should be chosen for specific jobs (such as chairperson or president, vice president, secretary, and treasurer).

- Size of the Board of Directors should conform to the laws of your state. HFH International requires a minimum of 12 members for newly forming affiliates (12 to 24 people is ideal).
- Length of service for board members is preferably a term of one to three years. (A rotation system serves as an easy way for the board to identify and cultivate new board members in a thoughtful, dignified, and effective way. This system also adds new perspectives to the operation of the affiliate.)
- Define committee structure for the board (identifies basic committees by name and function). The board should not be so big as to be cumbersome or so small as to have only a few opinions or views. Some affiliates have all committees represented on the board.

Inclusive Board

The initial Board of Directors consists of those who are available to organize the affiliate, which is their primary responsibility. Once the affiliate has been organized, the initial board members will be replaced at the end of their terms by nominees chosen by the Nominating Committee based on their ability to represent the community. The affiliate should not elect a complete board until local support for the Habitat project includes a diverse representation of the entire community, including minorities and members of the community of need. See *“Minority and Grass-roots Partnership”* in Chapter 3. The core of the affiliate Board of Directors should be composed of active leaders of diverse backgrounds, leaders who work individually and as partners on behalf of Habitat.

The board should have broad ecumenical representation with no imbalance of members from one particular church or denomination and should include persons representing diverse segments and characteristics of the population (e.g., architects, construction workers, ministers, administrators, lawyers, retirees, and business persons). As Habitat spreads to wider areas and has a stronger ecumenical support base, denominational agencies, interdenominational coalitions, interfaith programs, and secular organizations can bring a wealth of resources into Habitat’s housing ministry.

The board should be ethnically representative of your community, have members with a wide range of income levels, and include both men and women. See *“Minority and Grass-roots Partnership”* in Chapter 3 and Appendix 5-B, (Sample) *Composition of Board of Directors Chart*.

Committed Members

While Habitat is avowedly Christian, seeking to exalt Jesus Christ as Lord by demonstrating His love to all people, Habitat welcomes committee and board members of any faith so long as they can accept the loving outreach of the life and teaching of Jesus Christ.

A board should be composed of people who are enthusiastic, hard-working, and committed to the goals of a Habitat project. Most of all, they must know what the job involves and how to do it. A board that is composed of members who only attend meetings does not get much done. Ideally, a candidate for the board should also be willing to serve on a committee. The affiliate needs doers, so look for people who get results. The board members should be some of the most enthusiastic supporters of Habitat.

Fund Raising

The board is responsible for raising and administering the funds of the affiliate and for ensuring the continued success of Habitat’s programs. The funds and support are generally donations from the public at large, and the board must never lose sight that it has the ultimate responsibility for ensuring that funds are raised and available for Habitat’s work.

The board members should be examples and leaders for the rest of the organization and the general public in their financial support of the affiliate. The individual contributions by each board member should reflect the fullest measure of support within the means of each board member. With one hundred percent participation by the board members, the board is in a position to move people and the community to action, to communicate persuasively, and to strengthen the confidence of volunteers and other potential supporters that the board is committed to Habitat's mission.

Since the limiting factor in most affiliates is a lack of funds, this factor should be considered a priority when creating a board. This priority does not mean that the board should include only wealthy persons, but a good board needs to have some people who have business experience and financial contacts. Ministers are rarely wealthy, but they are often excellent fund-raisers, depending on their time commitment. Some people who have no business experience are good fund-raisers because they are willing to ask for donations. Do not overlook people with this gift. The board cannot relinquish the responsibility of fund raising, not even to only a part of the board. See *"Development Essentials," in Volume 3.*

Community of Need

Including people from the "community of need" on the board is important to Habitat's partnership ministry. Foundations and church agencies are reluctant to contribute to an organization that does not have this type of broad representation of its board. Be careful, however, in choosing members from the community of need not to select future homeowners. The reasons for this are clearly stated below.

Homeowners

Habitat for Humanity takes a conservative position which discourages homeowners from serving on an affiliate's Board of Directors. IRS regulations provide that board members of a nonprofit, tax-exempt corporation cannot directly or indirectly financially benefit from that organization. Purchasing a Habitat house on a no-interest mortgage is definitely a financial benefit. Excluding homeowners from the board also prevents a tense and awkward situation should the individual fall behind on payments. Another factor for consideration is whether the board could be fair to a homeowner-director in relation to other homeowners. Will the board treat the homeowner-director in the same manner? However, homeowners are encouraged to serve on operational committees, but only if the board retains ultimate responsibility for any decisions to be made. When the board wants homeowner input on a specific issue, invite homeowners to a meeting or to all meetings. Habitat needs homeowner involvement in its ministry and the board is the **only** place where homeowners should not participate. See *"Legal Issues," Volume 2.*

Board of Advisors

Some affiliates form a board of advisors in addition to the Board of Directors. This structure allows the affiliate to involve individuals who have skills or knowledge to offer the affiliate, but are unable to make the commitment necessary to become a director. The board of advisors is a group of individuals who have agreed to be available for consultation and to offer input on issues facing the affiliate. If an affiliate decides to form a board of advisors, it should develop a means for making effective use of the advisors. Typically, an affiliate may use a board of advisors to enhance their fund-raising efforts.

If the affiliate starts an advisory board, tell each member exactly what is expected from them. Let them know what their role is in working with the affiliate. Advisors could include a lawyer, a certified public accountant, a banker, a minister, a social worker, a fund-raiser, a graphic artist, and experienced leaders of other successful community groups.

When adding individuals to the Board of Directors, do not hurry to add people—such as press or celebrities—who are seen as having something special to offer your group. These people may be glad to help occasionally, but they may not be able or willing to do the monthly work of the group. They may better serve your affiliate on the board of advisors.

An advisory board can meet on its own as a group, but this board is most useful as a talent bank “on call” to meet specific needs of the Habitat affiliate.

Identification, Selection, and Orientation of Board Members

Many issues are associated with identifying and selecting volunteer board members. Board members are donors of time, talent, and other resources which are used to govern and lead the affiliate. The whole process of recruiting volunteer board members involves cultivating their interest in Habitat and the affiliate so that they are willing to commit their time and talents to the mission.

Effective recruitment and selection of board members requires some preliminary planning which identifies the needs and goals of the board. An important factor in this planning is the *Affiliate Covenant* which requires an ecumenical and diverse board. Given this requirement, an affiliate then embarks on identifying exactly what the board does and who, as directors, can best help achieve Habitat’s mission.

Habitat affiliates do many things in order to provide decent housing with those in need including being a:

- Community-based organization
- Home-builder
- Lending company
- Social service agency
- Fund-raiser
- Educator
- Volunteer agency
- Servant of Christ

Each of these functions requires special skills and understandings, and the board must give guidance and leadership to the affiliate in all these areas. The board, therefore, must reflect a certain balance.

The whole process is one of planning so that as existing board members depart, candidates are ready to step into the void and replace the departing members. In addition, recognizing the service of the departing members and keeping them active in and supportive of the affiliate is important.

The first planning step involves developing a general job description for the board members. This step assists your affiliate in developing a strategy for identifying and selecting members. A primary concern is having a board which consists of members who are the most enthusiastic Habitat supporters. Generally, this requires prior Habitat experience. See *Appendix 5-C, (Sample) Job Description: Board Member*.

Once an affiliate has developed criteria for board members, the affiliate should consider developing a covenant among its board members. The covenant has a special meaning in Habitat and adds an importance to membership on the board. The covenant should be an agreement among the board members to do certain things and to support each other. This covenant becomes a tool for holding each other accountable. By signing a covenant each year, the board is forced to rethink its commitment to each of its members and to the affiliate. See *Appendix 5-D, (Sample) Covenant Among Members of the Board of Directors*.

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In addition to requirements in the job description, additional personal characteristics should be considered for prospective board members:

1. Ability to:

- Listen, analyze, think clearly and creatively
- Work well with people individually and in a group

2. Willingness to:

- Prepare for and attend board and committee meetings
- Ask questions
- Take responsibility and follow through on a given assignment
- Contribute personal resources in a generous, stretching way for personal circumstances
- Open doors in the community
- Evaluate oneself

3. Willingness to learn to:

- Cultivate and solicit funds
- Cultivate and recruit board members and other volunteers
- Read and understand financial statements
- Understand substantive program area of the affiliate

4. Possess:

- Honesty, personal integrity
- Sensitivity to and tolerance of differing views
- A friendly, responsive, and patient approach
- Community-building skills
- A developed sense of values
- A concern for your affiliate's development
- A sense of humor⁵

Identification

Many sources for identifying future Habitat for Humanity board members exist:

- Attend meetings of your local civic groups, the school board, block associations, merchant associations, and community groups. Invite prospective candidates to serve on a committee or attend a Habitat special event (e.g., groundbreaking, house-raising, house dedications, hear a special speaker).
- Write to church and religious leaders, agency directors, school officials, and hospital administrators. Ask for their participation on your board or for their recommendations of other individuals who would be appropriate candidates.
- Send a press release to local newspapers, radio and TV stations, outlining the need for board members.
- Write to professional, regional journals or publications that will advertise your search for board members.

⁵ Nelson, Judith Grummon. *A Guide to Building Better Boards*. Washington, DC: National Center for Nonprofit Boards. 1991.

- Solicit suggestions from current board members, affiliate staff, volunteers, and other Habitat partners.

Before approaching prospective candidates to serve on the board, consider inviting them to serve on one of the basic operating committees. This enables the person to become familiar with and educated in Habitat's philosophy and mission. The Nominating Committee can also evaluate the person to determine whether he or she will make a good board member.

Selection

Once a candidate has been identified and has spent time serving the affiliate in some capacity, the Nominating Committee will review and nominate those candidates that are qualified. See "Nominating Committee" in Chapter 8.

The committee should:

- Discuss the job description with each candidate and allow him or her to review the board's covenant (if it has one). See *Appendix 5-C, (Sample) Job Description: Board Member*.
- Interview the candidates.
- Give the candidates an overview of the Habitat organization and its goals and programs.
- Review the *Affiliate Covenant* with the candidates.
- Stipulate what the candidate can do for Habitat and its partners.
- Be honest about the time required to serve properly (board meetings, committee work, etc.)
- Advise the candidate of the term they will be expected to serve (this should be in the bylaws).
- Present a slate of candidates to the full Board of Directors for a vote and acceptance.

Orientation

Because an understanding of and commitment to the Habitat vision is the most important quality of a board member, potential board members must be educated before they are elected to the board. The entire board and all committee members should be familiar with the *Affiliate Covenant*, the stated purpose of the local affiliate, Habitat's worldwide ministry, and how the affiliate tithe is used.

Each new member should receive a welcome from the board chair, and/or the executive director and should be introduced to all members of the board. Sponsorship for the new member by an experienced board member can be helpful. Some affiliates find a mentor program useful for new directors. A tour of the local affiliate facilities, houses being built (if any), and an opportunity to observe programs first-hand are appropriate.

As you advise the new member of the legal and fiscal responsibilities of the affiliate Board of Directors, you should prepare a packet of orientation materials which should include:

- Copies of the affiliate's bylaws, articles of incorporation, any other written policies or documents
- Copy of the *Affiliate Covenant*

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- Up-to-date financial reports including I.R.S. Form 990, annual reports, accounting procedures manual (if there is one) and audited financial statements with the auditor's management letter
- Copy of recent reports to funding sources and a list of all funding sources
- Copies of the board meeting minutes and progress reports
- "Welcome to the Board of Directors" packet*
- List of committees, their respective members, and assignments
- Current programs and activities of the organization
- List of the full Board of Directors with their addresses and phone numbers
- List of affiliate's office staff/volunteers and their responsibilities
- Copy of staff personnel policies manual if available
- Schedule of board meetings
- Written background material on Habitat for Humanity*

These materials should be the materials and information anyone would want to have prior to making a decision about service to Habitat.

**See Bibliography for ordering information and list of available resources.*

Education of a potential board member should include:

1. Learning about how Habitat operates by reading *How to Start a Habitat for Humanity Affiliate** and the appropriate volumes of the *Affiliate Operations Manual**
2. Reading about the history and philosophy of Habitat in *Bokotola,* Love in the Mortar Joints,* No More Shacks,** and *The Excitement is Building**
3. Being educated about their responsibilities, openly discussing what they expect of each other, and developing a covenant for the board (time spent in this process will pay off later)
4. Working at a Habitat job site
5. Going on a home visit to potential Habitat homeowners
6. Attending a board meeting
7. Reading *Habitat World** (put potential board members on the mailing list)
8. Reading *Affiliate Update* (put potential board members on the mailing list)
9. Serving on a committee or a job assignment that is something the new board member wants to do, is not too difficult, is worthwhile and challenging, and is carried out in association with other board members
10. Attending regional and national meetings and conferences

**See Bibliography for ordering information.*

Involvement, Recognition, and Evaluation of Board Members

Soon after the orientation of each new board member, engaging them in activities that each will enjoy and accomplish, and acknowledging their assistance is important. Successful work experiences provide the new board member opportunities for personal growth and development.

Involvement

Knowing each new board member's interests, connections, and backgrounds at the beginning of their term is helpful. At an orientation meeting, have him or her fill out a Board Member Information Form. *See Appendix 5-E, (Sample) Board Member Information Form.* This form can be shared with the appropriate people who will then be able to ask the new member to serve in particular areas consistent with their skills and experience. This involvement helps people to get to know each other better and facilitates communication with one another.

After the orientation meetings, new board members can become involved in several ways with their affiliate:

- Serving on one or two board committees in areas of their interest or expertise. Every new member should serve on at least one committee, because a majority of Habitat work is accomplished in committees and referred to the board as a whole for approval;
- Lending advice to various staff members in areas of their skills, background, and expertise if requested by the executive director. Some areas could include: legal issues, fund raising, accounting, and public relations.

After several board meetings, the new member might be asked to do other tasks such as:

- Contacting individuals personally known to the board member as requested by the executive director or the board chairperson for the benefit of the affiliate;
- Arranging meetings with or paying visits to potential major donors or board members with another experienced board member;
- Writing letters to potential donors or people who might help your affiliate in some other major way;
- Continually being sensitive to other ways to promote Habitat's work and to use one's influence, talents, and resources on behalf of the affiliate.

One important way to keep new board members involved is to have focused, productive board and committee meetings. *See "Steps to a Successful Meeting," Chapter 7.* The board chairperson, Nominating Committee, and the executive director can help new board members feel that their board work is vital and challenging and that they are growing as board members. Continuing to develop board governing skills and encouraging new board member participation in activities are effective ways to promote board member growth and development.

Recognition

Another way to keep board members involved is to recognize them at appropriate times for their work and involvement as a vital and involved member of the affiliate. This recognition can be done in many ways, such as volunteer banquets, special thank-yous, public recognition, gifts, etc. *See Appendixes 10-D through 10-H.*

Recognition is good program management. Volunteer board members often work as a part of a team integrated with paid staff. As much as possible, give recognition to the entire team. However, volunteers sometimes may be less sure of their value and need ongoing reassurance and encouragement.

Make recognition a habit and be generous in giving it—privately and publicly. Recognition should NOT be a one-time thing, and one should not wait for an annual Volunteer Recognition Banquet to say thank you. Give recognition for the work done—not just to the person. If volunteers are welcomed with a pleasant word, acknowledged with a smile or a wave of the hand, and given a thank-you at the end of their job, they have a sense of gratification. That feeling is their fee for their donated services.

Even when things seem to be running smoothly, an individual board member's patience may be tried and interest may be lagging. An occasional pat on the back and assurance that their conscientious work is appreciated helps counteract feelings of frustration, insecurity, and fear of failure.

Effective and meaningful board involvement demonstrates appreciation for those volunteers all year. Planned recognition events cannot make up for a poor program. Teaming the personal thank-yous with a quality program is a sure guarantee for strengthening all aspects of board involvement. See "Volunteers and Staff," Chapter 10. See also Appendixes 10-D through 10-H.

Evaluation

A director evaluation is an important part of board service because it is the basis on which the Nominating Committee evaluates the performance of the board and its members. While quantitatively and objectively evaluating the performance of any director of the board is difficult, the evaluation form for board members serves as a guide in this important process. See Appendix 5-F, (Sample) *Evaluation Form for Board Members*. The Nominating Committee uses this or a similar form to fulfill its charge of assisting each director in becoming a better director and assisting the board in becoming a more effective and dynamic board. The Nominating Committee encourages and welcomes any comments which will assist the committee in working with each director on an individual basis. The committee's work is confidential and should be constructive and positive. If, at any time, the committee fails to fulfill its responsibilities, directors should bring this matter to the attention of the board.

The board consists of many people with a broad range of backgrounds and experiences. Certainly, a low rating in one category is not unusual for a director that is part of a board as diverse as Habitat's. A brief description of each category is set forth below to assist each director in performing these evaluations.

Commitment to Habitat's Mission, Purposes, and Christian Focus

Commitment can be demonstrated in many ways. Ultimately, there must be a demonstrated faith commitment. Furthermore, there is participation in the financial support of Habitat, and participation at all levels of Habitat's programs.

The director should demonstrate a sensitivity to all the individuals who have an interest in Habitat's ministry. A true partnership requires this sensitivity, because the truest form of partnership requires that all partners are equal in all respects. A partnership also recognizes that partners must represent and act for other partners from time to time. In fact, a true partnership requires trust in the other partners and requires relinquishing power to others. Thus, each director must have an implicit trust in the other directors to act in accordance with the mission and purposes of Habitat.

Knowledge of Human Habitat

Given Habitat's mission and purposes of providing decent shelter, each member of the board should bring to the board some specific knowledge in determining and assessing housing needs. The experience could be local conditions or others like disabled or homeless people. Of course, the knowledge demonstrated is a reflection of what each director believes is required for a simple decent home in which to live.

While Habitat's current goal is to provide simple decent homes, each director must recognize that Habitat's purpose is not limited to better housing but includes a better human habitat. Thus, each director should demonstrate a knowledge of what may be needed to provide a better human habitat.

Kingdom Building

God's kingdom includes persons from all walks of life and from different cultures. Since Habitat is a global ministry, each director must be sensitive to the different cultures and be able to step beyond ethnocentric views of the world. Provincial attitudes and views must be set aside in order to build God's kingdom and the fulfillment of shalom (God's perfect peace and wholeness).

An important part of a board member's orientation is to develop a sensitivity to cultures and an ability to listen and talk to people from all cultures. A key to Habitat's success has been its ability to adapt and change to the culture instead of the culture changing and adapting to Habitat. Habitat cannot be paternalistic in its approach. This aspect of the evaluation is closely linked to the worldwide ministry of Habitat.

Energy

A director's energy is demonstrated by his or her enthusiasm for the work of Habitat. The members of the local affiliate's Board of Directors should be the most enthusiastic and supportive people of Habitat. The board thrives on the concept of synergy which is the idea that the sum of the parts is greater than the whole. When Christ's love enters into this equation, synergy is certain to occur. Thus, a director's work with Habitat should be of the nature to fulfill the concept of synergy in accordance with Christ's teachings. Synergy demands an open mind and the ability to translate thoughts and ideas into action. Remember that Habitat proclaims that it is a ministry of "Christ's love in action."

Philanthropic Capacity

Much has been said about a director being an example to others through the director's financial support of Habitat's ministry. The director's personal ability to support Habitat financially will vary. A director's philanthropic capacity, however, is primarily determined by the director's ability and willingness to provide leadership so that Habitat can go into the community and generate financial support for Habitat's mission and purposes from a broad spectrum of people.

Influence

A director's influence is directly related to how and what the director communicates to the rest of the board and to others. The director who is diligently attentive to the matters at hand and who responds thoughtfully to those discussions is in a good position to influence others. By thriving to meet the various standards of conduct, a director should be in a position to influence others.

Expertise

The Board of Directors must be representative in many ways. Each director should be personally involved in some aspect of Habitat's affiliate program.

A director's expertise does not need to be a specific skill or knowledge like construction, law, finance, or theology, because the expertise may just be having a general knowledge of life or just common sense. The board needs specialists in many fields in order to have a diverse and knowledgeable board. At the same time, the board requires people who are generalists and can bring a common person's perspective to the board. The director, however, must be aware of his or her skills and share them with the board. Through this exchange the affiliate's board can grow and guide Habitat's ministry. At the same time, directors with specific skills and expertise must be able to assume the role as an advisor with respect to the skill or expertise. The director, however, should try to avoid becoming a divisive advocate because of that skill or expertise.

Information

Information about Habitat's programs can be obtained from many sources. There are volunteers, staff, committees, first-hand experiences, and interactions with other individuals. A director's information should be not only internal information but also information about other groups, programs, and trends in the various areas which impact Habitat's ministry. Having information is only one part of being informed; being able to communicate that information and knowledge assures the rest of the board that it can act in a responsible and informed way.

Availability

Each director is expected to participate in all the activities of the board. Of course, at times a director will be unable to attend some activities. A director should adjust his or her personal schedule accordingly when the meetings are scheduled significantly in advance of the date. In addition to the expectation of board attendance and participation, a director should be available to fulfill his or her other responsibilities including financial support, participation at project events, visiting projects, etc.

Worldwide Ministry

Habitat for Humanity builds houses in many countries and not just the local community. Hence, board members should, at all times, be fully aware of the overall work of Habitat and not become focused on the local community. The well-being and smooth functioning of all Habitat projects and the expansion of Habitat everywhere is the concern of all directors. *See Appendix 5-F, (Sample) Evaluation Form for Board Members.* Board members should also have an awareness for how they feel they are doing. *See Appendix 6-A, (Sample) Personal Check List and Self-evaluation.*

How Habitat for Humanity Affiliate Boards Succeed

The following check list presents the characteristics and actions that result in board success.

- Boards succeed when they have an effective Nominating Committee. Decisions made by the affiliate's Nominating Committee largely determine who will lead the affiliate in years ahead. This committee should be well organized and should have a time schedule and planned working procedures. This committee should evaluate who is leaving the board and what skills the board will require in light of departures. The committee should ensure that there is an orderly transition in leadership and skills.
- Boards succeed when they have members who have a good understanding of the organization and what their role is. This role is best accomplished when the Nominating Committee accurately and fully interprets their responsibilities to potential board members. Educational follow-up is important. Potential board members should be cultivated over time so that they know what the affiliate does and what the affiliate expects of board members.
- Boards succeed when they have planned rotation. If the same people serve year after year there can be no new blood. Despite dedication on their part, the same people may make the affiliate a "closed corporation" and not inclusive. Rotation helps ensure the input of fresh ideas and access for new leadership in the future.
- Boards succeed when they have an effective way of reviewing nonproductive members and assisting them in becoming productive and effective members. The Nominating Committee should evaluate each board member on an annual basis, review his or her particular interest and participation, and make appropriate recommendations. The board should develop and use accountability structures between elections. The accountability and performance structures should be consistent with the expectations the affiliate provided to the potential board member.

- Boards succeed when they are large enough to do the job, but not too large.
- Boards succeed when they have established standing committees and use them throughout the year. The committee system allows the board to delegate specifics to each committee and prevents the board from having to serve as a committee of the whole. The committees can include nonboard members and provide a good source for future board members. Also, the board must respect the integrity of the committee system. *See Appendix 2-F, (Sample) Business Plan.*
- Boards succeed when they have planned education for new as well as veteran members. Deliberate thought needs to be given to the matter of integrating new board members. Experienced board members need an annual update on the affiliate's work and accomplishments. All board members, new and old, need a chance to step back and reflect together on future plans and on the affiliate's covenant with HFH International. Each board member should experience personal growth in his or her service with the affiliate.
- Boards succeed when they have developed long-range financial and service delivery plans. A three- to five-year plan for affiliates is recommended. This planning introduces the concepts of planned growth and management by objectives. Furthermore, the plans are an excellent evaluation tool. By looking at past performance and past expectations set forth in the plans, the board can effectively plan for the future of the affiliate.
- Boards succeed when they have a process for self-evaluation. Once a year the board and staff should thoroughly evaluate the affiliate's goals, accomplishments, and programs of each committee as they relate to the program. This annual process should be tied into the long-range planning process which should include a review of the *Affiliate Covenant* and the board's own covenant.
- Boards succeed when they have officers who are familiar with the affiliate's bylaws and use them as an ongoing guide for continuity. Much time could be saved by avoiding debate of items that are already spelled out in the bylaws.

Related Appendixes

- 5-A (Sample) Nominating Committee Plan for Board Development
- 5-B (Sample) Composition of Board of Directors Chart
- 5-C (Sample) Job Description: Board Member
- 5-D (Sample) Covenant Among Members of the Board of Directors
- 5-E (Sample) Board Member Information Form
- 5-F (Sample) Evaluation Form for Board Members

Duties of Board Members and Chairperson

Duties of the board members include both obligations to the Habitat affiliate, its homeowners, volunteers, and donors; and the obligation to be certain that all legal standards and regulations are being followed in the affiliate's daily operations.

Duties of Board Members

Board members' duties relate both to the function of the board and to the responsibilities of its members

Function

Under the laws of the state, all corporate powers of the local Habitat affiliate are vested in and exercised by the Board of Directors.

The board ensures that the executive director, if there is one, properly manages the affairs of Habitat and executes and implements the policies and programs authorized by the board.

The board is in a relationship of trust with many different people and organizations involved with Habitat's ministry such as the community of need and the community of support. Each relationship demands a high standard of care and a balancing of interests which may compete at times.

The board develops and authorizes the programs and policies of the affiliate. The board is responsible and accountable for periodically evaluating the affiliate's policies and programs. In order to execute and implement its policies and programs, the board may appoint the executive director and other staff. Upon developing the policies of the local affiliate, the board may delegate authority to the executive director and/or other staff for the implementation and administration of those policies, or may retain this authority.

Staff, whether paid or volunteer, must be committed to Habitat's vision. Staff must be capable and willing to carry out Habitat's vision within the limits of both the affiliate covenant and the policies of the Board of Directors. Mutual respect and clear understanding of the relationship (including duties and responsibilities) between the board and staff can help prevent and solve problems

The board has an important responsibility to ensure that they, or the executive director and staff, efficiently and effectively manage the plans, programs, personnel, services, offices, and finances in fulfillment of Habitat's mission and purposes. The board must plan for the future of the affiliate by anticipating issues and trends affecting or likely to affect its fiscal stability and overall ability as an organization to achieve its stated purposes.

The board operates under a set of bylaws, periodically updated by the board, which provide the administrative guidelines for all functions of the Habitat affiliate.

Responsibilities

All corporate powers are exercised by or under the authority of the board, and the affairs of the affiliate are managed under the direction of the board. The directors of the affiliate should act as a board and may adopt such rules and regulations for the conduct of their meetings and the management of the affiliate, as they may deem proper, but not inconsistent with the bylaws, the articles of incorporation, and the laws of the state.

The board develops strategies, allocates resources, sets goals, ensures proper and adequate evaluations of programs and personnel, provides for financial solvency and security, preserves independence, enhances the public image among all constituencies (especially church), serves as a court of appeals, and assesses the overall performance of a local Habitat affiliate. These responsibilities are more specifically set forth below.

Faith Commitment

Each director must have a strong faith commitment which will ensure that the Habitat affiliate serves as a witness to the gospel of Jesus Christ. This faith commitment must be present on the board as a whole. While each director may differ on doctrine or theology, the overriding concern is that the entire board must reflect a commitment to Habitat's mission and purposes and that commitment must reflect in the affairs and policies of Habitat.

Legal

The board must ensure that the corporation is in compliance with the laws of the United States government and the laws of the state. This requirement includes the filing of various financial, tax, and annual reports and paying fees, assessments, and other charges. The board must also ensure that the corporation is operating within the boundaries of the legal purposes set forth in the articles of incorporation and allowed under the laws of the state and the affiliate's bylaws.

Directing

The board develops the policies of the affiliate in accordance with Habitat's mission and purposes which ultimately should witness to the gospel of Jesus Christ. The board may delegate the implementation and execution of those policies to an executive director or other staff.

The board is the body responsible for the overall planning of the affiliate's future, both in the short-term and long-term. This planning requires taking into account internal and external pressures and forces which may affect Habitat's mission.

Fund Raising

The board is responsible for raising and administering the funds of the affiliate and ensuring the continued success of Habitat's programs. The funds and support are generally donations from the public at large. While the board may delegate the actual fund-raising work to the Development Committee (if there is one) or the staff of the affiliate among others, the board must never lose sight that it has the ultimate responsibility for ensuring that funds are raised and available for Habitat's programs.

Furthermore, the board should be an example and leader for the rest of the organization and the public at large in its financial support of Habitat for Humanity. The affiliate should expect the board to set an example by making regular financial contributions to the ministry.

The individual contributions by each director should reflect the fullest measure of support within the means of each director. The level of personal giving by each member of the board is less important than

the extent of the participation by the board as a whole. With one hundred percent (100%) participation, the board is in a position to move people and the community to action, to communicate persuasively, and to strengthen the confidence of volunteers and other potential supporters.

Program

The board must develop and oversee the implementation and administration of the affiliate's programs. The board must be familiar with and responsible for these programs and for the general operation and administration of the programs. The board must also continually evaluate the programs to ensure that Habitat is fulfilling its mission, purposes, and goals.

Committees are necessary to meet the objectives of the affiliate. The board creates and monitors the committees. Key standing committees are covered in this volume. Ad hoc committees can serve to handle a special event and then be dissolved. Some examples include: benefit dinner, groundbreaking, house dedication, or a workshop for fund-raisers. Board members may serve on committees, but committee membership should not be limited to members of the board.

Advocate

The Board of Directors is the body which establishes Habitat's mission, purposes, and goals. Thus, the board must be a public advocate and authenticator of Habitat's mission and policies.

The board's public relations efforts must mesh with all of its other efforts so that it tells the Habitat story with a single and clear voice. Sound public understanding and support for Habitat are two measures of the success of the affiliate. Be professional and consistent in public relations efforts. Monitor the affiliate's "public" constantly to be alert for opportunities and possible danger signs. See *"Public Relations," Volume 3.*

Auditing and Budgeting

The Board of Directors is the steward of Habitat's resources. The board must ensure that there is a proper and accurate accounting of Habitat's resources to the government and to the donors. In developing the budget of the affiliate, the board must consider the programs of Habitat and the fund-raising strategies which will be used to raise the support for those programs. The budget, therefore, must embody the short-range and long-range plans of the affiliate.

The Board of Directors must set realistic goals in terms of how many houses will be build and determine what resources are required to accomplish this goal within the established time frame, develop a budget and determine the cash flow needs of the affiliate, and develop a plan to secure the people needed to do the work and to raise the funds necessary to complete the project.

Fiduciary

The board has many fiduciary responsibilities. As a fiduciary, the board is placed in a position of trust to represent and protect the interests of various individuals or organizations that have an interest in Habitat's ministry. Ultimately, the board has a very important responsibility to God. Thus, the board must attempt to ensure that Habitat's mission, purposes, and activities are in accordance with His will.

The board has a responsibility to represent and protect the interests of both the community of need and the community of support. The board must also consider, in the exercise of its duties and responsibilities, the interests of others who have an indirect interest in Habitat's ministry, who participate and support it in some way (e.g., suppliers, contractors, and government officials). The board must ensure that the interests of the employees and volunteers of the affiliate are represented and accounted for in various decisions relating to Habitat's work. It must attempt to balance all of these interests as it develops the affiliate's policies which will fulfill Habitat's mission, purposes, and goals.

Counselor

The board may select and appoint an executive director and other staff and, therefore, must also serve as a counselor or advisor to staff members. This open and honest relationship should foster the seeking and

giving of advice. Working in conjunction with the staff, the board must prepare and review comprehensive job descriptions for all positions. These job descriptions serve as the basis for the board's evaluation of staff performance.

Communications with HFH International and your Regional Center

The board is primarily responsible for the communication. An affiliate should have its regional, national, and international pipelines open at all times. As HFH International grows, each affiliate benefits from what others have learned and shared with their constituents. Board members should attend regional and national Habitat meetings and training events, and disseminate the valuable information learned to others.

Legal Standards of Conduct

In executing the duties listed above, the members of the board have at least three moral obligations: first, to ensure that Habitat fulfills its purpose to witness to the gospel of Jesus Christ; second, to become students and advocates of Habitat's programs and services; and third, to avoid all appearances of impropriety or conflicts of interest as directors of Habitat. Additionally each board member must meet the following legal standards of conduct:

Duty of Care

A director must discharge his or her duties in good faith and with the degree of diligence, care, and skill which ordinarily prudent persons would exercise under similar circumstances in like positions and in a manner reasonably expected to be in the best interests of Habitat for Humanity.

Directors may discharge their duties, when acting in good faith, in reliance upon financial information provided and represented to them to be correct by the executive director or by the affiliate's certified public accountant. This subjective standard is based upon the background, experience, knowledge, qualifications, and expertise of each individual member of the Board of Directors. The standard looks at how a reasonable person would act in a similar situation.

This duty of care also requires a director to be attentive to corporate business, to rely reasonably and properly on information from the board committees, officers, employees, and volunteers, to delegate management activities properly, and to comply with good business practices. Attention to corporate business requires a director to be active and informed in directing the affairs of Habitat. Reliance on information provided to a director is deemed reasonable if a director has made a good faith inquiry into the accuracy and truthfulness of the information.

In delegating the execution and administration of the policies of Habitat to the executive director, a director must ensure that the executive director is properly managing and administering the affairs of Habitat. A director is protected from liability as long as the director's actions conform to acceptable norms and to appropriate standards of business conduct.

Duty of Loyalty

Each director is expected to be loyal to Habitat for Humanity. This loyalty requires that a director act in good faith which involves four basic concepts: conflicts of interest, corporate opportunities, fairness, and confidentiality.

Each director must avoid any conflict of interest or appearance of impropriety and should disclose any potential conflicts of interest to the Board of Directors. Habitat requires directors to complete an annual conflicts disclosure form. Habitat's policy on conflicts of interest appears in a later section of this manual.

A director must not take personal advantage of corporate opportunities. A director must never realize a personal gain from his position at the expense of or to the detriment of Habitat for Humanity.

In his or her dealings with other directors, a director should be fair which requires the disclosure of information known to the director that may have an impact on the affairs of Habitat. This requirement includes knowledge of a potential or actual conflict of interest.

The director is a fiduciary to Habitat and to the other directors; therefore, the director must not disclose privileged information. While Habitat has a policy of holding open meetings, certain items and topics are confidential and should not be disclosed without appropriate authorization from the chairperson or the executive director.

Duty of Obedience

The duty of obedience requires directors and officers to carry out the mission and purposes of the organization. The local affiliate's mission and purposes are detailed in its articles of incorporation and bylaws and further defined by the affiliate covenant with Habitat for Humanity International. See *"Operations of the Affiliate," Volume 2.*

Program Participation

Each director is to keep informed of the programs and activities of the Habitat affiliate. A director must have a general knowledge of the programs and activities of Habitat and at least have a specific knowledge of one facet of these programs and activities. This requirement ensures that the director will be a valuable participant in the discussions that develop and will implement policies of the local affiliate.

The board is composed of a broad spectrum of individuals to ensure that there is full consideration of the potential issues and concerns with respect to policies. The lack of participation by one member of the board denies the rest of the board that director's insight and experience. Furthermore, a director's failure to participate may subject the director to personal legal liability for nonmanagement.

Participation also requires that each director be aware of the information considered by the board and vote in accordance with the director's conscience. Each director is expected to be firm in his or her beliefs. Voting one way because everyone else does violates the fundamental concept of fiduciary responsibility—acting reasonably and as an ordinarily prudent person.

Right of Dissent

Under the laws of the state, a director can avoid personal liability for actions or inactions by following the standards of care set forth above. If the Board makes a decision that a director believes is wrong and is in violation of the standard of care, the director must vote his or her belief.

If the director's position or belief is contrary to the board's decision, the director should promptly register his or her dissent with the secretary of the board. This dissent can be done at the meeting by instructing the secretary to register a dissent in the minutes, or by instructing the secretary as soon as the meeting is over and having the dissent recorded in the minutes of the meeting. In order to register this right of dissent, a director cannot have voted with the prevailing side. The dissent must be registered in accordance with the laws of the state.

Information

No director is expected to know all that goes on with respect to or within the organization of the affiliate. Each director, however, must make a diligent effort to understand the mission, purposes, and operation of

Habitat for Humanity and to serve as a witness to the gospel of Jesus Christ. Thus, each director should attempt to visit building projects, and regional offices when possible. The executive director should provide each director with regular information on the successes and problems of the Habitat affiliate. In addition, each director should receive a monthly financial statement showing the financial activities of the Habitat affiliate.

Directors should also develop a familiarity with the board's committee system. The committees promote efficiency and effectiveness. The committees are expected to deal with specific details of the various areas of operation of Habitat for Humanity. While each director is not expected to accept reports from committees and staff at face value, there should be a certain degree of trust that the committee has considered, in light of its specific expertise, all the issues and problems. Thus, the director should ensure that the proposed action is sound and consistent with the overall mission and purposes of Habitat.

Evaluation

Each director serves a vital role in evaluating Habitat's work. The director should evaluate his or her performance with a great degree of honesty and should support the work of the Nominating Committee. Self-improvement enhances the performance of the director, the board, and ultimately the Habitat affiliate. See Appendix 6-A, (Sample) Personal Check List and Self-evaluation.

Each director should assist in evaluating the performance of the board. Such an ongoing evaluation ensures that Habitat's ministry will be dynamic and successful. While the chairman is responsible for the executive director's formal evaluation (if the affiliate has one), each director should assist in evaluating the performance and management of the whole affiliate. If necessary, the director may have to encourage a change or reorganization of the management of the affiliate to ensure that the resources committed to the ministry are used effectively and to the glory of God.

Enhancing Your Contribution as a Board Member

Board members who follow the practices listed below will greatly enhance their contribution both to a smoothly functioning Board of Directors and to a well-managed local affiliate.

- 1. Be businesslike but also strive to create opportunities for fellowship.**
- 2. Learn about every aspect of Habitat for Humanity.** Read the materials that are available. Develop the reputation of being purposefully curious. As a board member, you have a need and right to know:
 - Who is working on it?
 - Who will receive homes?
 - Who is donating money?
 - What is happening?
 - What are the problems at any given moment?
 - What is needed?
 - When, where, and why as applicable?
- 3. Be alert and active.** By definition, a director cannot be passive. Pay attention to what is happening. Go see for yourself. Ask questions. Do you have an idea? Offer it.
- 4. Identify and cultivate people who are, or who might become, boosters of Habitat for Humanity.**

5. **Work as a team with other board members, with staff, and with volunteers.** Share new ideas with them before board meetings.
6. **Form a covenant with other board members.** Covenant to share leadership and responsibility for the work of the group; to operate in an atmosphere of friendly cooperation; to concentrate on the job; to practice democracy; to appraise progress; to encourage people to contribute. Add others as you start functioning as a working group.
7. **Be open-minded to the suggestions and ideas of others.** Communication is two-way; telling is not.
8. **Be visible.** You should visit project sites regularly, not to nitpick or supervise, but to demonstrate support and gratitude for the work being done, to answer questions, to hear complaints, to pick up the mood of the workers, and to spot early-warning signs of trouble. Serve as a volunteer on the site, if possible. You should attend and support fund raisers and other public events. Be aware that as an active member of the community, you are a “walking advertisement” for Habitat.
9. **Follow through on commitments.** You need commitment of time and energy to do a tough job. You need willingness to see the job through, often over a period of many years, and the willingness to face the occasional times of discouragement. Every director should know that being a director will be rewarding and demanding.
10. **Avoid potential conflicts of interest.** Under no circumstance may a director engage in dealings which might benefit him/herself to the detriment of the affiliate. The courts look with disfavor on “self-dealing,” which occurs when a director performs services, delivers or receives goods, votes on an issue before the board, or otherwise deals with the corporation to their financial advantage.

The conflict of interest principle also applies if the affiliate deals with another body whose board includes a Habitat director. (For example, the director sits on the board of a construction firm which is going to contract with the affiliate.) This principle would apply if a director sold a piece of property to a Habitat affiliate on whose board he or she sits. In all such cases, the director has to prove that the transaction is fair to the affiliate. In addition, a director must disclose to the full board any direct or indirect personal interest in any transaction being considered by the board, and they should disqualify themselves from discussion and voting on that matter.

Questions Every Nonprofit Director Should Ask

Many nonprofit organizations have a tendency to select members of the Board of Directors on the basis of the prestige that these directors will lend to the organization. Many directors respond by regarding the position as an “honorary” or “figurehead” type of position rather than actively participating in the direction and oversight of the organization.

Also, a number of nonprofit organizations have boards that are self-perpetuating, and thereby seem to become a law unto themselves. Directors serving on this type of board may fall into the trap of thinking that they can do whatever they desire with the corporation even if the activities are not in best interests of the organization. This is often true when the founder retains power and considers the organization his or her own.

Neither view is correct. Directors must actively oversee the operation of the organization. By law, they are subject to certain fiduciary obligations. Depending on state law, the standard of care applied may be the “prudent person” standard, or it may be the higher fiduciary standards applicable to the trustee of a trust.

This analysis examines the questions that should be asked by directors in determining the scope of their responsibilities and how these responsibilities should be fulfilled. Although other questions may be relevant in specific situations, directors who follow the approach outlined below should be well on the way to fulfilling their legal commitment to the organization. The following questions should be asked:

1. What are the stated purposes of the organization?

A nonprofit organization must use all of its assets to advance the purposes for which the organization was formed, as set out in its articles of incorporation and/or bylaws (stated purposes). These stated purposes are controlling over all other statements of policy issued by the organization.

Assets may be used both for direct and indirect expenses. If feeding the poor is a stated purpose, the cost of the food and its distribution are direct expenses, and the cost of administration of the program and solicitation of funds are indirect expenses. All of these costs are justified. However, expenses to fulfill another purpose not included in the stated purposes of the organization are not justified, even if this other purpose is more commendable.

On taking office, directors should review the organizational documents (articles, bylaws, constitution) to become fully aware of the stated purposes. All decisions of the board should be made, and all corporate policies developed, in light of those stated purposes.

2. Does the transaction advance the stated purposes?

Directors should review each major transaction to test whether it advances, either directly or indirectly, the stated purposes. If there is any doubt, the board should postpone the transaction until there is a consensus as to how the transaction advances the corporate purposes. The minutes of the board meeting at which the matter is considered should reflect this rationale.

3. Does the transaction benefit a private individual?

Nonprofit organizations having a public or charitable benefit, including religious organizations, are normally exempt from taxation under IRC 501(c)(3). This section prohibits an organization's assets from being used primarily to benefit an individual. An organization can pay employees adequate salaries and benefits without violating this provision. An activity that benefits the organization is permitted even if an individual receives a benefit. However, the board should determine what the benefit is to the organization before an activity is implemented, and the minutes should reflect the benefits of the activity. If the board determines that the primary benefit is to an individual, then the activity should not be implemented.

If this requirement is violated and private benefit is found, the organization's tax-exempt status may be lost. In fact, a finding of private benefit has been the basis for denying tax-exempt status to “mail-order” churches.

In reviewing any transaction, a director must make sure that the activity does not result in “private benefit.”

4. Were any promises made when the funds were raised?

Funds raised for a specific purpose must be used for that specific purpose and no other. Generally, the organization should either return the funds to the donor, or obtain a waiver of the original purpose from the donor or a court order directing disposition before the funds are used for another purpose. State law may affect the steps necessary to change the use of the funds.

An organization should generally qualify even special appeals to allow funds raised to be used at the discretion of the board. If representations are made when the funds are raised, the director must see that those funds are used in the manner represented.

5. Were any conditions placed on the donated funds?

Assets may be given to an organization conditioned on those assets being used for a specific purpose. The organization may either accept the assets for that purpose, if it is consistent with the organization's stated purposes, or refuse to accept the assets subject to the condition. The organization may not accept the assets and use them for a purpose other than the purpose specified by the donor.

6. Does the director attend the meetings?

One duty of a director is the duty of reasonable care. Regular attendance at meetings of the board and board committees is an obvious requirement for acceptable director performance.

To fulfill their responsibilities, directors must provide direction for the operations of the organization. State laws generally allow for proxies for members **but not for directors**. If directors are unable to regularly attend the meetings of the board, they will be unable to provide the necessary guidance to the organization. Further, the directors will remain responsible for actions taken by the board, even in their absence.

Before agreeing to become a director, individuals should consider the necessary time commitment. If they are unable to make the commitment, the position should be declined. A director who later becomes unable to attend board meetings regularly would be well advised to resign.

7. Are meetings held regularly?

Although directors are not normally responsible for calling meetings, a director should request that meetings be held as often as necessary to cover the business of the organization. Meetings should be held **at least** annually. Many organizations have regular board meetings quarterly, bimonthly, or monthly.

Most states provide that officers or two or more directors can call a board meeting.

8. Does the director have all the relevant facts?

To make an informed decision about an action, a director must have all the relevant facts. For instance, if the organization proposes to construct a new building, the board should review any zoning issues, building permits, costs of construction (with bids), proposed financing arrangements, and the similar factors before approving or disapproving the plan. The board also should review any legal consequences of its decision and examine any alternatives (such as buying an existing building) that would be more beneficial to the organization.

A director should insist on having all of the appropriate information to review and should review the information before making a decision.

If for any reason sufficient information is not made appropriately available, the corporate director should request that action be delayed until the information is made available. If action is nonetheless taken, the corporate director should, at a minimum, request that his abstention, and reason therefore, be recorded in the minutes of the meeting. Under these circumstances, he should consider the need for his resignation.

9. Is there any reason not to trust the information being furnished?

Directors are responsible for the overall activities of the organization, but generally do not manage the organization on a day-to-day basis. Consequently, they normally do not directly gather the information about the proposed activities. Unless there is some reason to suspect the reliability or competence of the individual furnishing the information, the directors may rely on information furnished. However, directors must make whatever additional inquiries are necessary to satisfy themselves as to the validity of the information furnished if there is reasonable doubt of its reliability.

10. Are taxes being paid?

If the organization has employees, income taxes and (in most cases) social security taxes must be **withheld and paid**. If they are not withheld, the organization may still be liable for the amounts that should have been withheld. The organization, any responsible individuals, and often the directors themselves will be found to be personally liable for the amounts due even when the directors did not know these payments were not being made. **This condition is especially true if the director had signatory authority on the bank accounts.**

11. Is there a conflict of interest or self-dealing?

Each director has a duty of complete loyalty. Directors may not use the position of director for personal profit or to gain a personal advantage. A director cannot personally take advantage of an opportunity that belongs to the organization; nor can directors use the organization to better themselves. For instance, if the organization is looking for a piece of land and the director finds a suitable parcel for a good price, the director cannot buy the parcel and then sell it to the organization for a higher price. If the director already owns a suitable parcel of land, he or she cannot sell it to the organization for more than its value to the organization. If the director owns a parcel of land that is unsuitable, he or she should not attempt to sell it to the organization.

Entirely avoiding any activity that involves self-dealing (that is, any activity between the person as an individual and the person as a director/trustee) is preferable. If self-dealing is unavoidable or is clearly of benefit to the organization, most states will allow it. However, the director should make sure that the conflict of interest is disclosed, that it does not result in an unjustified advantage to the interested director, and that it is beneficial to the organization. Even if this is done, some states will allow the transaction to be voided at the option of the organization, regardless of the results.

Corporate loans to either directors or officers are one type of self-dealing that is of particular concern. Directors who vote in favor of these loans may be liable for them in the event that the loan is unauthorized or otherwise impermissible. Boards must check the state law under which they are incorporated before considering these loans.

The director should make sure that state law permits the self-dealing transaction. If it does, the director should make sure that the conflict of interest is totally disclosed and that the activity is beneficial to the organization itself.

12. Is the transaction fair to the organization?

A director should determine whether an activity is fair and reasonable as far as the organization is concerned. This determination is normally a judgment call; however, if self-dealing is involved, then the transaction must **actually** be fair and reasonable.

13. How would an ordinarily reasonable and prudent person decide the matter?

Corporate directors are expected to choose the course of action that an ordinarily reasonable and prudent person would choose in the same or similar circumstances. However, with a nonprofit corporation, that standard may differ from the standard applied in a business setting when viewed in the light of the purposes and ideals of the organization.

Therefore, the decision should not be made on the basis of what an ordinarily reasonable and prudent person in a business setting would decide, but what an ordinarily reasonable and prudent person would decide in light of these purposes and ideals. With a religious organization, the religious beliefs and doctrine must also be taken into account.

14. Are there other laws that affect the particular situation?

Laws may affect both the liability of the corporation and the directors' liability in a particular area. For instance, the organization and its directors are not exempt from the securities laws or from criminal laws regarding fraudulent activities. Some nonprofit organizations have found that the antitrust laws apply to them. This type of information should be part of the information provided when a particular activity is considered by the board.

15. How accurate are the records?

Another duty of a director is the duty to account. To do this, the records of an organization must be accurate. Sufficient internal accounting and management procedures should be used to ensure the accuracy and control of the organization's activities and funds. As part of the record-keeping, there should be no commingling of funds between directors' assets and the organization's assets and the assets belonging to any other individual or organization. Assets should be held in the name of the organization or in the name of an individual in trust for the organization or for a specified purpose.

The records and accounting of the trustees should constitute a complete and a clear, accurate, and distinct report and disclosure in detail of the administration of the trust. The reports must show receipts and their sources, payments by (*the trustee*), and the balance remaining. The purpose of this structure is to distribute to the beneficiary the trust property/funds or their value with income thereon and increments thereto and without profits to the trustee, although allowing (*the trustee*) compensation and reimbursement.

The duty to keep records extends to the corporate records as well as the financial records:

A corporation shall keep as permanent records minutes of all meetings of its members and Board of Directors, a record of all actions taken by the members or directors without a meeting, and a record of all actions taken by committees of the Board of Directors. A corporation shall maintain appropriate accounting records and shall maintain a record of its members in a form that permits preparation of a list of the name and address of all members. The corporation also shall maintain its records in written form or in another form capable of conversion into written form within a reasonable time.

Members generally have the right to review any of these records.

16. Is the director acting honestly, in good faith, and with total integrity?

The duty to act in good faith requires directors to perform their duties honestly and with integrity. This duty incorporates a number of duties already discussed. For instance, directors cannot rely on information they know to be false or engage in self-dealing without violating this duty.

17. Is the transaction in the best interest of the organization?

Once a director has reviewed all the issues relevant to the transaction, found the transaction to be consistent with the purposes of the organization, and reviewed all the information concerning the matter, then the director should take the opportunity to look at the entire picture. At this time, the director should make a determination that this activity or transaction is in the best interests of the organization and that there is no better alternative available at the present time.

Conclusion

If directors ask all the questions listed above and act in accordance with the suggestions, the directors will probably be performing their duties satisfactorily. However, things can still go wrong, even with the most well-intentioned director and organization. The second step is to document the fact that the decisions of the directors were made after due consideration of the various factors. The greatest liability and exposure occurs, not when a wrong decision was made after due consideration, but when no decision was made at all or was made without due consideration. If proper documentation is made beforehand (for example, in the minutes of the board meetings), a court is unlikely to second-guess the decision of the board.

One basic practical difference between a profit and a nonprofit corporation in the area of directors' liability boils down to this: If the board of a for-profit corporation is sued and wins on the question of liability, the primary cost is the cost of defense. If the board of a nonprofit corporation is sued, even if it wins on the question of liability, it loses the cost of defense and, more importantly, it may lose credibility with its donors. This loss of credibility may be difficult or impossible to repair. A recognition of this danger and a strategic plan to avoid the neutralization of the charity by careful attention to the above issues will limit the risk that a legal test would ever be contemplated.⁶

Board Chairperson

Just as the board is the key to the organization, the chairperson or president is the key to the board. As the leader, the chairperson facilitates the work of the board. In consultation with other directors and the management of the affiliate, the chairperson sets the agenda for the meetings of the board and guides the board through the agenda.

The chairperson is responsible for assuring that the board fulfills its responsibilities in governing and directing the affairs of the affiliate.

Responsibilities

The board chairperson has numerous responsibilities to the board and the executive director.

To the Board

The chairperson is elected by the board to convene and preside at the meetings of the board. The chairperson develops and sets a specific agenda with the advice of all the members of the board. See "How to Write an Agenda," in Chapter 7. The chairperson should ensure that the board moves through the agenda in an orderly fashion and that the discussion stays focused.

⁶Adapted with permission of Maxwell Macmillan Professional Publishing. © 1991. Macmillan, Inc. Runquist, Lisa A. "Responsibilities and Duties of a Director of a Nonprofit Organization." *Charitable Giving and Solicitation*. Los Angeles, CA.1991.

The chairperson may be the presiding officer but cannot be the dominant voice at the meetings. Facilitating and encouraging other members to participate in the board meetings to the fullest extent possible is important. The chairperson can set this tone by encouraging nonparticipants to engage in a discussion and by preventing one or two directors from dominating a meeting or discussion. The chairperson must be nonpartisan or unbiased in his or her leadership. Favoritism can be a quick way to lose respect and ability to lead.

The key to a successful meeting is a sense of accomplishment which all participants feel after the meeting. This accomplishment is ensured if discussions are focused and people do their homework between meetings. At the beginning of each new session and during appropriate times, each director should be given an opportunity to share with the other members personal joys and concerns.

A good chairperson sets a good work example and sees that other people do their work. For example, it is a good practice to call committee chairpersons between meetings to inquire about how their committee is doing. That is the time to remind them if the board had wanted something specific done. Request a report for the next meeting. Time spent on the phone and a little assertive leadership can be a good investment. In addition, members should receive information and reports prior to the meeting. Adequate opportunity to review the information and other materials ensures that the discussion is relevant to the issue.

A leadership role can be lonely. A chairperson may find it helpful to have a monthly luncheon or breakfast with the other officers for help and mutual support.

To the Executive Director

The chairperson works closely with the executive director and acts on behalf of the board in supervising the executive director. The chairperson conveys and interprets the mission, goals, plans, and concerns of the board to the executive director in an effort to assist him or her in managing the affairs of the affiliate. The chairperson is responsible for performing an annual formal evaluation and periodic informal evaluations of the executive director.

Related Appendixes

6-A (Sample) Personal Check List and Self-evaluation

Steps to a Successful Meeting

Everywhere you look, whatever group you join, wherever you go, people are always meeting. Committee meetings, annual meetings, board meetings, political meetings, social meetings, religious meetings; the list goes on and on. Why do we go to all these meetings? Why do we have meetings? The answers are as different as the type of meetings that happen each day. People attend meetings to share information, to be with friends, to gossip, to lecture, to plan strategies, to protect their rights, to change situations, and more. To run a good meeting, a leader must understand why people go to meetings.

Basically, a meeting is a tool used to achieve an end. Something must come out of a meeting to keep everyone interested and bring them back to the next meeting. Every action causes a reaction, and actions provide a stimulus for involvement. A leader must learn to use meetings as crafts people use their tools. The leader must know how to plan a meeting to ensure attendance and participation, how to run it efficiently, how to follow-up, and how to evaluate it afterwards. The following information provides guidelines to help you hold effective meetings.

How to Have a Good Meeting

Here are several important considerations to keep a meeting from getting off track or failing to reach its objectives:

Start on time and finish on time. Watch the pace and keep it moving. Work from a prepared agenda to keep the discussion flowing smoothly. New topics introduced during the meeting should be added to a future agenda, allowing more time to prepare for discussion. Share background information ahead of time, or invite resource people to come and present information to keep the discussion flowing smoothly.

Encourage everyone to participate in the discussion as they are willing and able. Make frequent summaries during the discussion by asking questions or restating a position to be sure there is a mutual understanding of what was said. State ideas positively showing their relation to the overall issue or problem and stress cooperation, not conflict.

Guide the meeting from problem to solution. Assign tasks, delegate responsibilities, and be sure they are recorded in the minutes of the meeting. Wrap up the meeting before adjourning: 1) Point out decisions reached and record them; 2) Point out decisions not yet reached and record them; 3) Point out future actions, next steps to be taken, and record them; 4) Point out deadlines, review task assignments, and record them; 5) Set the next meeting date, time, and place and record them; and 6) Provide the appropriate people with a record of the meeting in a prompt fashion.

How to Set Goals and Prepare for a Meeting

A leader needs to plan meetings carefully in order to harmonize the personal goals of those who attend with the organizational goals. The following steps will facilitate this process:

Step 1: Set Goal(s) for Meeting

Sit down with key people to plan your meeting. Each meeting of the board or committee should be a progressive step toward attaining the overall goal of the group. This should be reflected in the preparation of the agenda.

The goal of the group should be established. The meeting plan should reflect a portion of this goal (i.e., Fund-raising Committee's first meeting is to decide on three fund raisers, the second meeting is to begin coordinating these fund raisers, etc.).

Step 2: Review Minutes of Your Last Meeting

The minutes should provide you with the following information:

- Who was assigned which task?
- Are they prepared to make a report?
- Where do they fit in the agenda?
- How much time are they requesting?
- What issues were left hanging?
- Are you prepared to make decisions now? If so, do you have a recommendation which will be considered?

Step 3: Collect Material

Collect all new information which has been received by the group. Put this in outline form so all members have information in front of them during the meeting. If there are action items, a recommended action should accompany the information.

Step 4: Gather Resources and Information

Do you need additional information or a resource person to meet your meeting goal? Do you have the power to invite an outsider to the meeting? Where can you get the information and how quickly?

Step 5: Contact Participants

Maintain an up-to-date list of committee or board members (addresses and phone numbers). Mail out a meeting notice at least five days in advance; make a phone call the day of or the day before the meeting. Setting a regular meeting date is usually helpful so members can plan their schedules. If you have not been in contact with members by phone, the meeting notice should include an agenda and any information needed to make decisions at the meeting. Informed members can make decisions quickly and efficiently; uninformed members must constantly be brought up-to-date; this procedure takes time and bores members who have information and who are prepared.

Step 6: Stimulate Involvement

The agenda should ensure that everyone who has had a task assignment receives time to report on their work. The chairperson should avoid doing all the reporting. The more involved the chairperson becomes in reporting and discussing, the less involved the chairperson becomes in moving the meeting along.

Step 7: Assign Tasks

As a chairperson of a meeting, one of your major responsibilities is to delegate authority and work. The chairperson of a committee, board, or organization has the responsibility of guiding the group, of ensuring that all the work is accomplished, and finally, of involving the participants as much as possible.

Committee chairpersons should be able to delegate and coordinate the efforts of their committees. A brief report from each committee at the board meetings is helpful to the organization. Each chairperson is responsible to collect, review and edit all reports and motions prior to the meeting. The chairperson is also responsible for sending out all prepared materials with adequate time for review by board or committee members. These materials should include a concise recommendation for action.

In planning a meeting, one of your aims is to try to foresee what tasks will need to be accomplished for the next meeting. Ask for volunteers, but parcel out tasks to volunteers who are reluctant to step forward. They may be modified or changed, but material prepared in advance (with a recommendation) gives members something concrete to work from. (Remember that the chairperson should coordinate work. The chairperson may accept a task, but not one which will interfere with coordinating other's work.) Be sensitive; know your committee members and what they are capable of accomplishing. Review all task assignments before the meeting ends.

Step 8: Use Visual Aids

Use visual aids as much as possible. Graphs, charts, newsprint, posters, etc. Visual aids give groups something to focus on during a discussion. Questions directed to the aids will be more easily understood by the group. Check lists on poster board are a good way of charting progress. They can also be used as public relations props for fund raisers or membership drives.

Step 9: Resolve Conflicts

Estimate which agenda items will cause conflict among members. Try to resolve some of these conflicts beforehand by finding common grounds for agreement. This work will prepare you to negotiate compromises among members.

Step 10: Establish Location

Be sure that the meeting place is established and everyone can reach it. If your meeting is small, the place should be small. If the meeting is large, make sure you have enough chairs, a public address system, and fans or air conditioning in the summer. Only put out chairs for the folks you expect. Coming to a meeting and seeing 50 empty chairs is disheartening. Starting the meeting 5 to 10 minutes late because you need extra chairs is not a lift for everyone.

How to Write an Agenda

An agenda states the purpose, time, and goal(s) of a meeting and lists all of the items to be discussed at a meeting.

Having an agenda helps to clarify the problem(s) to be solved or the goal(s) to be reached. The agenda clearly tells everyone the purpose of the meeting. An agenda helps the chairperson to plan well and set a time estimate for the meeting. If there are several sections, a time limit for each one keeps the meeting moving and helps to get the work planned for the meeting covered.

The chairperson can present an agenda, ask for any additions, and then hold the group accountable to the agenda. A well-run meeting can be a pleasure and confirms to members that they are using their time effectively.

Preparing and Presenting the Agenda

Here are some guidelines to keep in mind when writing an agenda:

- Write an agenda in the shortest possible form.
- Do not overload your meeting; after one and one-half hours, people grow tired and decision-making ability decreases.
- Be flexible—adjust time limits and order in your agenda when necessary.
- Ask for additions to the agenda at the opening of your meeting and get group approval before you begin.
- If an agenda is sent out ahead of time, those coming to the meeting have a chance to develop a point of view and time to gather facts to support their position. Those receiving a clear agenda ahead of time are sure the meeting is necessary and that their time will be well spent.

A suggested agenda for a Habitat board meeting is as follows:

1. Open with prayer and/or devotions
2. Introduction of guests and new members
3. Minutes of last meeting
4. Treasurer's report
5. Presentation of agenda
6. Old business
7. New business:
 - a. Committee reports (brief)
 - b. Other new business
8. Review action items and assignments
9. Set date for next meeting
10. Closing prayer
11. Adjournment

Decision-making: Parliamentary Procedure

Robert's Rules of Order are used at large meetings to help facilitate discussion and provide an orderly progression for debate and rebuttal. Participants are allowed to speak only once to the question on the floor and they should be alternated pro and con.

The major elements of Robert's Rules are outlined below:

1. **Motion.** The motion is used to introduce business and requires a second. A majority vote is required for passage. Each person making a motion or giving a report should be responsible to prepare them for review, editing, and distribution prior to the meeting. A motion generally contains a recommended action and a delegation to a person or committee.
2. **Postpone Indefinitely.** This action is used to kill a motion and requires a second. A majority vote is required for passage. If it passes, the motion cannot be reintroduced at that meeting.
3. **Amend.** Amendments change a motion and require a second. A majority vote is required. The amendment is voted on first, then the motion is voted on.

4. **Commit.** This is used to place a motion in committee and requires a second. A majority vote rules. The committee is required to prepare a report on the motion committed at the next meeting.
5. **Question.** A question ends debate and orders an immediate vote. It requires a second. A vote on whether to end debate is held immediately (no discussion allowed). A two-thirds vote required for passage. If passed, the motion on the floor is brought for a vote immediately.
6. **Table.** To table an item means to lay aside business in such a manner that it will be considered later in the meeting or at another time. It requires a second along with a majority vote.
7. **Adjourn.** This motion ends the meeting. A second and majority vote are required.

(**Note:** As these basic elements are listed here, the large number takes precedent over the numbers preceding it, for instance, #6, a motion to table, must be voted on before #3, a motion to amend.

Rules for Smaller Meetings

In a smaller meeting, only four motions are used: 1) To introduce (motion); 2) To change a motion (amend); 3) To adopt (that is, to accept a report given without discussion); and 4) To adjourn (end the meeting).

Members in a smaller meeting should be allowed to speak often and the chairperson has more latitude in dealing with motions reflecting the order of discussion.

Consensus

Consensus is a method of group decision-making which can be used in small meetings to reach general agreement. This method is successful when the chairperson is aware of his/her role. Thorough discussion and compromise within the group are necessary.

The chairperson is responsible for guiding discussion toward a decision. Several things are important for this to happen:

1. All participants must voice their opinion on the issue as clearly and briefly as possible. Avoid arguing with others, and avoid repeating points of view.
2. The chairperson must cut off all unrelated discussions and long-winded speeches or repetitive discussions.
3. The chairperson must listen intently to everyone's opinion.
4. When the time comes to make a decision, the chairperson will formulate a group opinion attempting to phrase it in such a way that it includes everyone's viewpoint. This procedure means finding places of compromise so that everyone is satisfied with the decision.
5. The chairperson then asks for consensus approval of the decision.
6. If there is a strong disagreement, the chairperson asks for a vote. Majority opinion is noted, then the chairperson asks for a minority opinion. Both positions are reported back to the larger body.

As opposed to parliamentary procedure, the chairperson plays an important role in attempting to help the group reach a position on which everyone can agree. The majority never simply rules over the minority. Both sides of an issue are presented, respected and reported.

Minutes

Minutes are notes of and a record of your group meetings. In board or committee meetings, minutes serve as an ongoing record of your plans and progress from meeting to meeting. Should there be disagreement about a group decision, members can refer to the minutes. Task assignments should be recorded, so that when members receive minutes after the meeting, they are reminded what is to be accomplished before the group comes together again. Minutes also let members who were not present at the meeting know what is going on. Names of those who attended the meeting should be included in the record also, so it is a matter of record who was present (and not present) for certain decisions, etc.

Minutes should include:

1. Full affiliate name (not just Habitat for Humanity)
2. Date, time, and place of meeting
3. List of members present, and of members not present; Other attendees
4. Quorum for the transaction of business: Yes _____ No _____
5. Open with prayer or devotion (previously assigned)
6. Review and approval of minutes of previous meeting
7. Treasurer's report
8. Report from each committee to the board
9. Old Business discussed and any actions taken
10. New Business discussed and any actions taken
11. Action Items:
 - Jobs to be done
 - Name of person or committee responsible for each task and expected completion date
12. Date for next meeting
13. Adjournment

Here are some other important tips to keep in mind when preparing minutes. Minutes should:

- Be typed and mailed to each board member as soon as possible while the meeting is fresh in peoples' minds and so that those who were not there are fully informed. They should also be sent to the regional center.
- Be reviewed, discussed, and approved at the next meeting.
- Clearly state any board decisions or actions and a summary of the discussion points leading to the decision. If there is a conflict about a board action, well written minutes can help a board demonstrate its careful attention to the decision-making process and clarify what position was taken. Board members who oppose a decision may ask to have their names listed in the minutes in opposition.
- Record the functions and composition of special committees at the time such committees are established. The written description should enable committee members to answer the questions: "What are we to do?" and "Why are we to do it?"
- Be complete and accurate. **Minutes are the official legal record of board and committee deliberations and decisions.** See Appendix 7-A, *(Sample) Minutes of Annual Meeting, Volume 2.*

Speaking

The most important part of speaking in a meeting, whether it is on-the-spot group discussion or a prepared speech, is knowing what you want to say. Think through beforehand exactly what the point is—come to the point quickly and stay with it. Try to imagine that you are speaking long distance at very high phone rates—state your case clearly and audibly and hang up!

Here are a few additional hints for public speaking:

1. **Did you think your ideas through?** Then do not apologize for them. Do not talk apologetically. Expressions like “I guess,” “sorta,” “we kinda think,” and many others water down your argument. Be confident that your ideas are relevant and helpful to the discussion.
2. **Make eye contact.** Try to look at your audience and talk to them. It helps to get your message across.
3. **Develop listening skills.** A good speaker is most often a good listener. Practice listening carefully to what others are really saying so your response is to the point and furthers the general discussion.
4. **Avoid visual distractions, such as playing with hair or shuffling feet.** Visual distractions upstage your message. Do not mumble and try to avoid “speech tics,” like “ums” and “ahs” and “y’knows.”

Listening

Avoid getting hung up on words; focus on the concept being presented. If you are not clear on terms being used, ask the speaker to define them. Ask clarifying questions such as: 1) Do I understand your viewpoint correctly . . . ? 2) Do you mean . . . ? 3) Are you saying that . . . ? 4) Could you be more specific . . . ?

When the group is brainstorming ideas, there should be a free atmosphere for the best ideas to come out. Avoid saying, “It will never work,” or “That’s a bad idea.” Such sayings stiffen the discussion. Avoid endless or repetitious discussions or arguing about unsolvable items or opinions without accurate information. Some disagreement is inevitable, but one can disagree without being disagreeable and conflict can be constructive if used properly. For example, if everyone is given the opportunity to speak differences of opinion, the opinions are respected and better, more satisfying decisions will follow.

Problems Which Prevent a Good Meeting

If the leader, the members, and the organization were all perfect, no problems would arise. Since they are not, some problems are inevitable. Understanding and skill are necessary to overcome them. This section presents a few ideas which may be helpful in keeping your meetings productive by identifying various personalities with which a leader may be working.

Failure to Start on Time

Causes

- Unrealistic scheduling
- People not wanting to attend (excuses may range from ridiculous to convincing)
- Unexpected delay of the leader or other members
- Expectation that the meeting will start late

Preventative Measures

- Be sure the meeting is important enough to be held.
- Be sure that people are interested before they attend.
- Start on time consistently. This practice will help establish the pattern and build good habits in members.
- Test the starting time with the group. Perhaps, it is not the most convenient for the majority.

On-the-Spot Measures

- Discuss why the meeting began late.
- Check to see how people feel about this particular meeting. Try to find out if people's attitudes towards the meeting caused the late start. A discussion of how to improve the situation might then follow.
- Latecomers may be required to abstain from voting when they have missed the initial discussion.

Side Conversations During the Meeting

Causes

- Shape of the room or seating prevents all from hearing or seeing
- Group is tired of such concentrated effort
- People unable to get the total group's attention
- Nothing important in the meeting, so members talk to one another about other things
- Lack of acceptance of strong feelings, so the member tells their feelings to the person next to them.

Preventative Measures

- Set aside periods for breaks in order to give people a chance to relax and talk in small groups.
- Before you start, make certain that the group agrees that the task is important to them.
- Show by your action that it is acceptable for people to state their feelings to the whole group.

On-the-Spot Measures

- Ask if the group would like a break.
- Suggest buzz groups as a possible way for each person to get their opinion and ideas out.
- Ask the group to discuss why it is no longer working as a whole and what can be done to make the meeting more meaningful and effective.
- Ignore them if they are not bothering the group discussion and only last for a minute or two.

The Silent Person

Causes

- Fear of appearing inadequate or foolish
- No sense of belonging to the group
- Confused about what is going on
- No particular interest in the issue
- A slow thinker
- Prefers to listen except when they have something very important to say

Preventative Measures

- Make certain everyone in the group has information about the problem.
- Create an atmosphere which is free from pressure and encourages the individual. The best encouragement a leader or group can give is a warm, understanding attitude. The silent person will sense from the group their desire for his or her contribution; sometimes asking

a silent person for his or her thoughts will break the ice (but do not dwell there if the person is reluctant).

- Do not invite people who are not involved in the subject being considered.

On-the-Spot Measures

- Ensure that what is being discussed is of some interest to everyone.
- Be sensitive to the silent person when they attempt to say something.
- Summarize frequently to make sure no one is lost.
- Work at creating the kind of atmosphere in which people can talk freely.

The Side Tracker

Causes

- Misunderstanding the direction of the discussion
- Emotional problems which take precedence over working constructively in the group
- Desire to avoid the problem and prevent group work

Preventative Measures

- Be clear about the topic under discussion and get group agreement.
- Invite only those who are interested in the problem and have something to contribute.

On-the-Spot Measures

- Ask which of the two tracks the group wants to take or ask the group a probing question which will redirect the discussion to the relevant issues.
- Try to relate what has been said to the problem topic; then ask if there are other ideas about the topic.
- Be patient; the group usually rises to the task of getting the discussion back on the track.

The Monopolizer

Causes

- Genuine enthusiasm and desire to be helpful
- Knowledge that others do not have
- Belief that they know all the answers
- Desire to maintain their position of informal leadership
- Need for an excessive amount of recognition
- Antagonism toward authority or being forced into the program
- Desire to test the discussion leader; feeling of not being understood, resulting in over-explanation

Preventative Measures

- Know the people ahead of time and plan how each person's special experiences and ability might be used.
- At the beginning of the meeting, make it clear that everyone will have a chance to speak.
- Hold evaluation sessions after meetings to discuss monopolizing and other meeting problems.

On-the-Spot Measures

- Repeat what you think the member's idea was, and then ask if anyone has a reaction to it.
- Suggest that the group break down into smaller units so that more people will have a chance to participate.

- Review what has been going on several times during the meeting so that what is happening is clear to all.
- Ask them to summarize so they are forced to draw the point to a conclusion.
- Suggest that other opinions on the subject be brought out.

Combating Other Common Meeting Problems

Handling Attendance Problems

What can one do about board members who seem too busy to attend?

When a board member's attendance at board meetings is irregular or infrequent it impairs the board's ability to conduct their business in an efficient manner. The board and the absent board member can be denied valuable discussion and input, decision-making, and voting opportunities.

Often the issue is one of priority. The board member may be doing something during the time of the meeting that is taking a higher priority in his life. It is important to make the board a priority for all board members. Stress the importance of attendance and encourage a commitment to attendance prior to a member's election to the board. Then reinforce it regularly.

Schedule your meetings at the same time, same day, and same week of the month so that it becomes established and regular. Begin and end the meetings on time.

Get an advanced agenda to members prior to the meeting. Be sure the agenda contains items of consequence so that members feel their time is well spent. Often, involving a member in meaningful committee work is an incentive for better attendance and participation.

Preventing Lengthy Reports

Provide a time guideline for the reports included in the agenda by printing a suggested time schedule on the agenda. Inform presenter's of the maximum time in advance. Secure their agreement to the time allotted.

Put reports in writing. Verbal commentary on the written report can then be limited to a summary and answering questions. For example, minutes should never be read for approval. They should be printed and distributed in advance of the meeting.

A good rule of thumb is to include reports only where specific actions or results have occurred. It is not necessary for each committee to report at each meeting, unless there is new information.

Controlling a Dominating Personality

Your board will be composed of many different personalities. Often there will be one or more members who because of their personality may attempt to control the meeting. When this situation exists it is important that the person in charge of the meeting maintain control of the flow of the meeting by not allowing interruptions.

Insist that agenda items brought from the floor (not on the printed agenda) be referred to the appropriate committee for study and recommendation prior to board discussion or action. If it is an item that cannot be delayed, hold it until other scheduled agenda items are completed.

Once discussion begins, go around the room and ask everyone for their opinion. Work at involving the quiet members. Do not allow suggestions or ideas to be attacked by others. Defuse potential personal

confrontation by getting the participants to focus on solving the problem. Keep track of who has indicated they want to speak and clarify the order in which they should speak.

Cutting off a Long-winded Speaker

When it is necessary to bring closure to an individual's input, politely interrupt to ask if others have questions or need clarification on what has been said. One may also interrupt to summarize what the speaker has said. Set up a general rule limiting all comments to a specific time and be consistent in enforcing it.

Handling an Apathetic or Unresponsive Group

Several techniques may be employed to overcome a one-way meeting. One approach is to break into small discussion groups to focus on the issue at hand. Ask each group to report back to the committee of the whole. Another approach is to brainstorm a list of ideas responding to the question before the group. (Brainstorming removes the pressure of evaluation and allows the group to build on the positive and to express ideas freely.) Getting materials to members in advance of the meeting is also recommended. It allows time for reflection and members will feel better prepared to respond. Also, be sure the agenda contains items of importance. There may be times when a regular meeting is not really needed. (Remember, it is important that members feel their time is well spent.)

Ensuring Group Consensus and Stimulating Member Participation

A good meeting moves through the agenda efficiently; but one must be careful to safeguard the integrity of the decision-making process by allowing sufficient time to adequately consider a topic. Do not push too hard for a decision. Watch the signals you send (especially the nonverbal ones). Do not use the majority vote method until all members have an opportunity to express themselves. Be sure the board fully understands and appreciates the ramifications of its action on any issue. For example, has anyone done a consequential analysis of the issue? Lastly, suggest postponement of a vote until the next meeting whenever member participation or analysis of any issue seem inadequate.

Managing Time Effectively

When the agenda is full and the time limited there are several safeguards one can use to ensure an efficient and productive meeting.

1. Start the meeting on time and keep it running on time.
2. Get the complete agenda, along with information, recommendations, and action items, to board members in advance of all meetings for their study.
3. Clearly state what is expected from the board at the beginning of each agenda item (approve, slightly amend, refer back to committee, or reject).
4. Do not clutter the meeting with announcements and other items that could be covered by written report or memo.
5. Use visual aids (newsprint, blackboard, overhead transparencies, etc.) to give clear faster explanations of reports and recommendations.
6. Prioritize the items on the agenda. Be ready to drop some if there is not enough time.
7. Do not discuss reports unless some specific action has been taken or a response is needed from the board.

Handling Disruptive Behavior

Any form of disruptive behavior by a member during the meeting demands firm but fair diplomacy. Some guidelines that can combat this problem are:

1. Keep the attention of the board on the task at hand. Do not wander. Do not allow interruptions.
2. Briefly acknowledge irrelevant comments or expressed feelings and return to the problem under consideration.
3. Respond as nonjudgementally as possible. Be fair and balanced in your dealings with other members.
4. Solicit opinions and ideas from every board member present.
5. Summarize, summarize, summarize.
6. Request a two- or three-minute period to diffuse tension and allow individuals to reconsider their positions.

Evaluation

A healthy Board of Directors or committee will evaluate its meetings, asking pertinent questions about its meeting performance. This self-evaluation will result in better communication, better decision-making and better meetings.

Was the agenda followed?

If not, consider why not. What was unexpected that happened? Why were you not prepared for the unexpected? What new information or participants forced the change? Was the change relevant to the goals established?

Did the meeting take longer than expected?

If yes, consider why. Were there too many tangential items? Was there an individual who could not be controlled? Did discussion, etc. about one or more topics get overly involved?

Were minutes taken?

Who took the minutes? How and when will they be distributed?

Consider whether everyone left the meeting satisfied.

Who did not leave satisfied and why? Is it your problem or theirs? If it's your problem, how will you address it?

Consider whether everyone was sufficiently informed to participate in discussions.

Who was not? How can you inform them? When will you take the action to inform them?

With whom do you need to meet before the next meeting?

What purpose will the meeting accomplish? What information is needed prior to the meeting? When will the meeting need to take place? Will other parties need to be included in the meeting?

Were the meeting goals accomplished?

What factors influenced this outcome? How can they be avoided or better managed in the future?

Are there additional reports or decisions that have to be made before agreed upon actions can take place?

Who will prepare and present the report(s) and when must they be completed? Who must be involved in needed decisions?

Follow-up

To have a successful meeting you must coordinate the work load. This means following up on decisions made at the meeting:

1. Schedule a time halfway between meetings to call committee members and collect the information they discovered. This practice will also serve as a prompting to help them finish the task they were assigned.
2. Write all correspondence as soon after the meeting as possible. Fresh memories write accurate letters. Meet with your recorder if you cannot remember an item. Should you want certain outsiders to know about your meeting, have a copy of the letter sent to them. Sending copies such as these serves two purposes:
 - a) Recipients know that significant others are aware of agreements made.
 - b) Your meeting is now documented and a matter of public record.
3. Before your next meeting, make sure everyone is ready to make a report on their findings.
4. Make sure minutes are ready and passed out ahead of time.

Related Appendixes

7-A (Sample) Welcome to the Job of Board Secretary

Committees

A Habitat for Humanity affiliate carries out its work through operating committees appointed to perform the various tasks of the organization. Each affiliate should have five basic operating committees, though some affiliates will have more. The five basic operating committees are: Fund raising and Public Relations Committee, Family Selection Committee, Family Nurture Committee, Site Selection Committee, and Building or Construction Committee (either “building” or “construction” are used to define this committee).

The work of each of these operating committees is covered in detail in their respective sections of the *Affiliate Operations Manual*, but each is explained briefly here to provide a general understanding of their work. In addition to the operating committees, an affiliate should have a Nominating Committee and an Executive Committee. Other committees to consider are: Volunteer Coordination, Human Resources, Strategic and Long-range Planning, and Finance and Budget. These functions, however, can be handled initially by the Executive Committee. See “Choosing a Board,” in Chapter 5 and “Legal Issues,” Volume 2.

Operating committee members may be drawn from directors, advisors, and other actively interested individuals—including homeowners and potential homeowners. The committee members can be appointed by the Board of Directors, referred or recommended by the committee chairperson or, in some cases, the chairperson finds and nominates the committee members. Having only one or two board members on any committee is advisable to ensure that committees are staffed by people who can give priority to their appointed responsibility and to involve more people. The chairperson of the committee need not be a board member, but they will need to report to the board on the committee’s activities. Other duties of a committee chairperson are listed below. See *Appendix 2-F, (Sample) Business Plan*.

Duties of a Committee Chairperson

The chairperson of a committee must be chosen with care, because a chairperson has many duties and responsibilities as listed below:

1. Understand, promote, support, and interpret the overall goals of the affiliate, as well as the committee.
2. Consult with the Board of Directors and past chairperson in choosing members for the committee; ask members to serve; outline committee responsibilities.
3. Schedule and conduct committee meetings; notify other chairpersons and vice chairpersons as well as committee members.
4. Observe correct procedure for correspondence.

5. See that committee proceedings are recorded and distributed to committee members and directors.
6. Delegate and divide responsibilities among committee members:
 - a. Coordinate work and see that it gets done.
 - b. Give credit and recognition for accomplishments.
7. Attend meetings of the affiliate. Bring periodic reports to the board. Consult with board chairperson or secretary for time on the agenda. Reports include: progress, announcements, decisions and/or recommendations. Prepare concise written reports and minutes and give copy to recording secretary.
8. Write an annual report of all committee activities with recommendations for next year.
9. Meet with your successor and transfer records, files, etc.

Fund Raising and Public Relations Committee

Fund raising and public relations are closely related; fund-raising efforts can also be consciousness-raising efforts. These two areas can be handled by a single committee, especially at the beginning of a Habitat affiliate's formation. As affiliates grow, two separate committees are often formed to carry out these tasks. See *"Resource Development," Volume 3*.

Committee Membership

Experience in fund raising and public relations is not essential for membership on this committee, but enthusiasm and determination are. Members should believe in Habitat's ministry and be anxious to include others in the work. See *Appendix 2-F, (Sample) Business Plan* and *"Resource Development," Volume 3*.

Fund raising and public relations involve a variety of tasks including public speaking, grant-proposal writing to corporations and foundations, researching donor sources, telephoning prospective donors, and letter writing. The committee should include members with a variety of skills to match these tasks. Also, the committee needs persons who can develop and implement creative fund-raising and publicity ideas and persons who can maintain and support the ongoing administrative tasks (i.e., data base maintenance, filing, record maintenance, etc.).

Resources

HFH International has many resource materials available for affiliates to inform potential donors about Habitat, including complimentary brochures, fact sheets, and extra copies of *Habitat World* Habitat's bi-monthly newspaper. A variety of audiovisual materials (slide shows and videotapes) can be used for making presentations. These materials range in length from 6 1/2 to 44 minutes. Also, your affiliate should develop a brochure with information about your local affiliate, including its purpose, its address, and phone number. See *"Public Relations," Volume 3*.

Fund Raising

Most people approach the subject of fund raising with attitudes ranging from trepidation to stark terror. However, presenting people with the opportunity to participate in a ministry which you believe in can be an enjoyable experience. Fund raising is crucial to a Habitat program because house construction is very capital intensive. Establishing a fund-raising plan is very important.

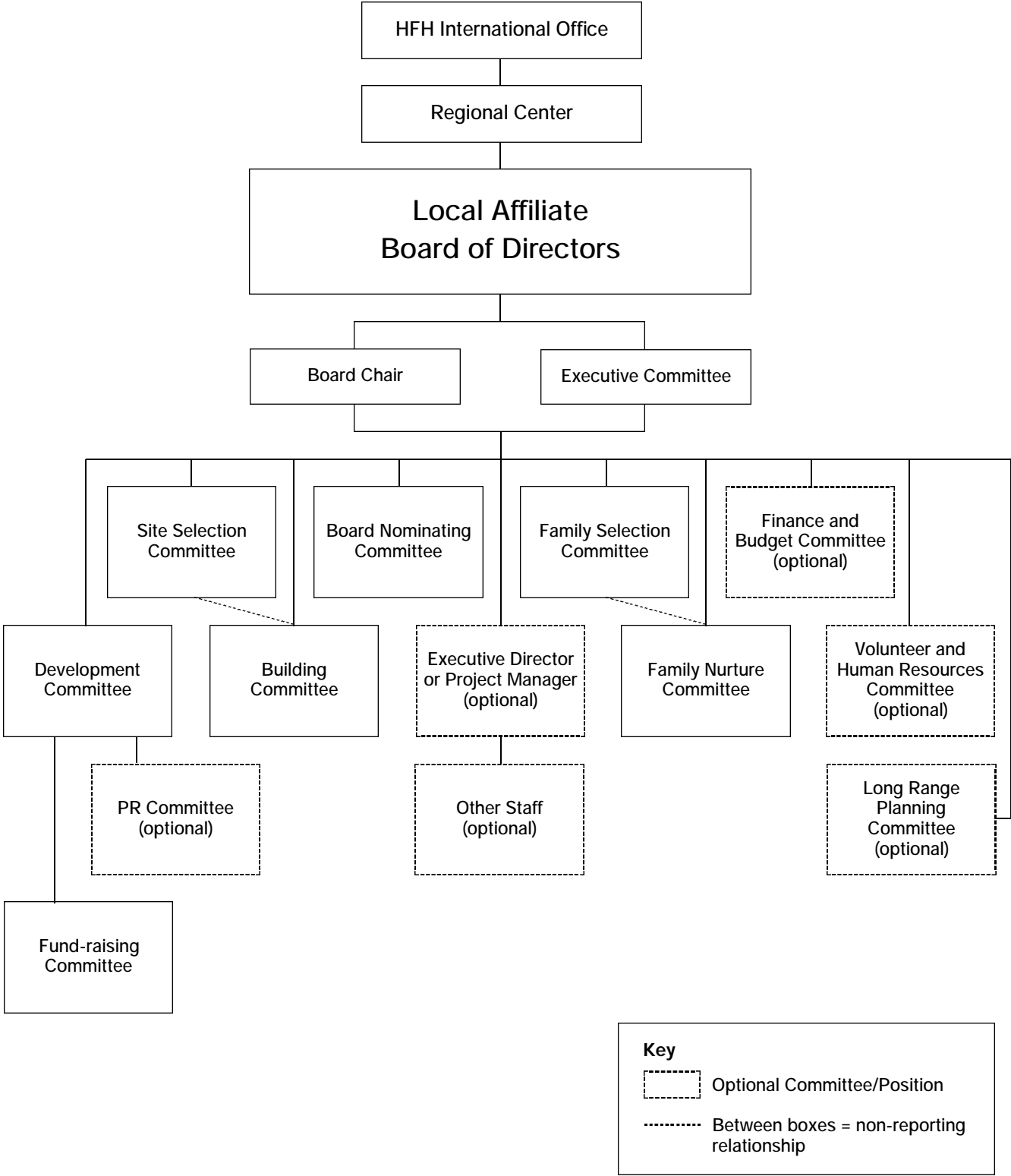


fig. 8.1 Local Affiliate Structure
This is a typical structure. Every affiliate makes changes to suit its needs. Few affiliate structures are exactly alike. Affiliate staff have working relationships with all committees but report to the Board of Directors.

Approaching Churches

Churches are strong supporters of Habitat's work and most affiliates begin by spreading the word about Habitat to local churches and church associations or ministerial alliances. Seek opportunities to give presentations at church services and church group meetings. Often, churches make a special donation, such as a communion offering or the offering on a special "mission Sunday." Also, in addition to financial donations, churches provide prayer support and volunteers for the local project.

As a church increases its involvement with the local project, seek to have Habitat included in its budget for continued support. Encourage active churches to become a part of the Habitat Covenant Church program, which is designed for churches with significant, on-going involvement with Habitat's ministry. See "Churches," Volume 3, Chapter 9. See Bibliography for complimentary materials.

Approaching Individuals

People support an organization that uses donations wisely and in which they can be involved. A local Habitat newsletter keeps donors informed about activities and opportunities in the local project. When asking for donations, encourage people to come to Habitat meetings, to special events like house dedications, and to work sites. Be sure and put individuals on your mailing lists and, by all means, send a thank-you card or note when individuals support you in any way. Providing supporters with first-hand involvement with Habitat's ministry is the best way to ensure their continued support.

Approaching Corporations and Foundations

Grants from corporations and foundations are another potential source of funds for the local affiliate. Books and government publications explain how to write a grant proposal. Obtaining grant money is primarily a matter of finding organizations whose criteria for funding match Habitat's work and philosophy, and then approaching these organizations at the proper time. Writing grant proposals is often a slow method and lengthy process for fund raising, but it can be quite fruitful. See "Foundations," Volume 3.

Requesting In-kind Donations

Often, a business which is not in the position to make a monetary donation is able to give an in-kind donation of materials or services. Building suppliers may donate slightly damaged or overstocked items. Banks, printers, electricians, and plumbers may donate their services. The use of in-kind donations can significantly lower the cost of operating an affiliate and of constructing a house. Each affiliate, however, should treat in-kind donations of materials like cash donations.

Donated property can also be used by the affiliate. If a piece of land is in an area in which Habitat is able to build, it can be used for a house site. If not, the land can be sold and the funds used for construction. Also, your affiliate may receive houses which can be rehabilitated cost-effectively.

Requesting No-interest Loans

Some donors may be able to give your project a no-interest loan instead of an outright donation. These loans provide an affiliate with immediate capital for construction. Repayment of these loans is usually made on demand notice. The affiliate, therefore, should have some plan to repay these loans. See "Operation of the Affiliate," Volume 2 and "Financial Issues," also Volume 2.

Organizing Special Events

Creativity is essential to successful fund raising. Special events can be a very effective means to raise funds and also to raise public awareness of the local Habitat project. Many affiliates have one or two major fund raisers each year. A few ideas are listed below:

- Walk-, Bike-, or Bowl-a-thon
- Habitat dinner or luncheon
- Car wash

- Garage sale
- Benefit concert
- Habitat booth at community events

Public Relations

Although most fund-raising activities involve public relations, public relations is more than just raising funds. An effective public relations plan will greatly benefit your Habitat program.

Gather Information

In order to inform the public about Habitat's housing ministry, having all pertinent information together is necessary. First, gather facts and figures about the need for decent housing in your area. Be well informed about the history and vision of Habitat and be able to state the purpose of the local affiliate. Assemble information about the progress of the local affiliate and specific ways people can get involved (e.g., times and locations of meetings, volunteer opportunities, etc.).

Develop a Public Relations Plan

To be effective in your public-relations efforts, develop a plan for what is to be accomplished and how. List the persons or target groups with whom you want to communicate (e.g., news media, city and county officials, trade groups, builders, neighborhood groups, etc.). Define the long- and short-term goals for public relations. Determine what steps should be taken to meet these goals and how to implement the steps. Take time to develop a coherent plan that can efficiently meet the goals.

Implement the Plan

Carry out the public relations plan. If your group does not have members with experience in public relations, consult resources which explain effective public-relations methods. The Media Relations Department at the international headquarters has information about assembling press releases and public service announcements, speaking about Habitat, and other important public relations methods. See *"Public Relations" Volume 3*.

Utilize Public Speaking

One of the most effective ways to inform the public about Habitat is through public speeches. Many affiliates assemble a speakers bureau consisting of persons who can effectively tell the Habitat story in churches, at civic associations, or other organizations. See *"Affiliate Communication Tools," Volume 3*. Plan a training session to familiarize speakers with Habitat audiovisual materials and with the most frequently-asked questions about Habitat and your specific affiliate. HFH International has a Speakers Bureau which helps to schedule knowledgeable Habitat speakers to speak to interested local groups.

Family Selection Committee

The responsibilities of the Family Selection Committee are to draft the selection criteria and application, screen applications, interview prospective families, and recommend families to the board for approval for home ownership. The integrity of the Habitat affiliate depends upon a fair, objective, nondiscriminatory family selection policy. See *Volume 4 for complete details on Family Selection and Nurture*.

Committee Membership

The size of the Family Selection Committee should be determined by the needs of the particular affiliate but should range between five and twelve members. Much work is involved in the family selection process due to the need for regular meetings as well as home visits. Since the amount of work is directly proportional to the number of applications received, the committee should be large enough to adequately handle the volume of applications.

Because of the sensitive nature of the decisions made by this committee, assembling a group of people who are able to work well together is important. Several committee members should know the people in the neighborhood in which Habitat will be working. These members can provide the committee with important background information and their participation helps assure the applicant families that their applications are being considered by people who understand their situation. Everyone on the committee should be sensitive and relate well with people on a one-to-one basis. All committee members make home visits and should feel comfortable interviewing potential homeowners. See *Appendix 2-F, (Sample) Business Plan*. See “Family Selection Committee,” Chapter 1, Volume 4.

Committee Chairperson

The committee chairperson is important for the proper functioning of any committee, but this fact is particularly true of the Family Selection Committee. The chairperson should be well organized so that the application file is properly maintained and no applications are misplaced. The chairperson of the committee should also be able to moderate a meeting in an efficient, but sensitive manner. In most committees, matters of detail are not appropriate for in-depth discussion, but the details of people’s lives are essential issues for the Family Selection Committee, and skillful leadership is required to ensure that the committee does not become bogged down in these details.

Family Selection Criteria

Present Living Conditions

The most important consideration for selecting a partner family is lack of adequate shelter, but defining “adequate shelter” can be difficult. Habitat’s purpose is not to provide the opportunity for individuals who are renting adequate housing to become homeowners. Considering the enormous problem of substandard housing throughout the world, justifying the expenditure of scarce resources to provide the opportunity for adequately housed people to own their homes is difficult.

One of the benefits of the Habitat organizational structure is that each affiliate is free to be open to and to adjust to unusual circumstances. Ultimately, the only way to determine the adequacy of a family’s present living conditions accurately is to visit their home.

Income

The next major selection criterion is the family’s income. To qualify for a Habitat house, a family should have adequate income to cover the taxes, utilities, insurance, and maintenance expenses, as well as the house payments. Of course, variables such as family size, tax rates, and food stamp allotments must be taken into consideration. A Habitat home should not be a financial burden to a family, nor should it create a great likelihood of failure for the family.

Setting an upper limit to the income level of qualified applicants is even more difficult. Obviously, families that earn enough to qualify for a conventional market loan or to rent adequate housing are ineligible for a Habitat house. It is possible to earn a good salary, be able to afford decent rental housing, but with high interest rates and housing costs, still be unable to obtain a conventional loan. For these reasons, developing some guidelines to use is important. Some Habitat projects set a lower income limit of three times the monthly house payment and an upper limit of six times the payment. Another method is to determine an income ceiling based on current United States Department of Health and Human Services poverty income guidelines.

Willingness to Participate

The final criterion to consider in the family selection process is the family’s willingness to participate as a partner with Habitat. This participation includes completing sweat equity hours, making timely house payments, and maintaining their home. The committee can get an indication of a family’s willingness to

participate by talking with them and their references. Many affiliates approve a family on a provisional basis and let the family demonstrate their willingness to participate, usually by completing a specified number of sweat-equity hours or making a portion of the down payment, before the affiliate gives final approval or starts construction of their house. See *“Procedures for Family Selection,” Volume 4* and *“Family Selection,” Volume 2*.

Selection Process

The family selection process begins and ends with the Board of Directors. The board asks for a certain number of recommendations based upon the selection criteria approved by the board and usually accepts the families the Selection Committee presents. Since the board has to deal with families that do not make house payments or maintain their houses, the board needs to make the final decision. This procedure ensures that a decision on a family is a consensus between the board and the committee.

Application

The application for a Habitat house should be straightforward and easy to understand. The committee should determine what information will help it to select a partner family and develop appropriate questions to obtain this information.

Review Applications

The first step in the selection process is to review each application. Some applicants are rejected on the information in the application (such as income level). The applications which seem to meet the criteria should be distributed to committee members so they can make home visits.

Home Visits

When the applicants who appear promising have been chosen, the Selection Committee should divide into groups of two to make the home visits. These home visits are the most important part of the selection process. They allow the committee members to get to know the applicants and thoroughly evaluate their present living conditions. Also, since the committee members are often the first contact that families have with Habitat, the home visit allows them to make sure that the families understand the ministry of Habitat.

Final Decision

After the home visits, each visiting group should prepare and present a report to the committee. Contacting references to help with the decision is important. After all of the information is gathered, the committee should make a decision about which families qualify for a Habitat house. If the number of qualified applicants is greater than the number of openings, some type of voting system or lottery should be used to make the final choice. Choosing slightly more families than there are immediately available openings is advisable in case a family has to withdraw from the program for some reason.

Family Nurture Committee

The Family Nurture Committee is an instrumental part of Habitat’s goal to be a “people-to-people partnership ministry aimed at the development and empowerment of persons and communities, not merely the construction of houses,” as stated in the covenant. The families with whom your affiliate will work will be dealing with various problems. The one problem all of the families will share is, of course, living on a low income. However, this problem leads to other problems such as lack of education, improper nutrition and health care, debts, low self-esteem, and frustration. An important part of Habitat’s ministry is recognizing these problems and providing the family with the love and support to overcome them.

The Family Nurture Committee is crucial to Habitat's ministry. The committee's work may not be evident while the affiliate is young, but it will become evident five to ten years later when happy and healthy Habitat families maintain their homes and still come out to help build a house for another family and when the families have overcome their various problems. See *Volume 4* for complete details on family selection and nurture.

Committee Goal

The basic goal of the Family Nurture Committee is to help families break the poverty cycle and become independent by sharing with them the love of God. The committee seeks to welcome new families into the Habitat family and to provide them with a mutual support system, educational opportunities, and a forum for discussions pertaining to Habitat home ownership. This committee is the primary liaison between the affiliate and the homeowner families and enables the affiliate to learn from Habitat homeowners and thus constantly improve its program to better serve the needs of the families. See *Appendix 2-F, (Sample) Business Plan, and "Family Nurture Committee," Volume 4.*

Committee Membership

The Family Nurture Committee needs six to eight members. Committee members should have the ability to work with people and to be sensitive to their needs without being patronizing. They should also be familiar with the community and able to give at least a one-year commitment. See *"Family Nurture Committee," Chapter 5, Volume 4.*

Family Sponsor

Methods of Sponsorship

The committee provides support and nurture for each selected family by matching each partner family (homeowner family) with a sponsor. Different methods are used. One method is for each committee member to become a family sponsor and work individually with that family. A second method is for the committee as a whole to work with each family. A third option is for the committee to develop a system of sponsors from the community (e.g., local churches or church members). Many affiliates integrate this with their house sponsorship program.

Sponsor's Role

Regardless of how the committee chooses to work, the sponsor works with the homeowner family from the time they are selected through the time they move in and for six months or more after they are settled. The sponsor serves as a liaison between Habitat and the partner family, providing guidance and helping them to fulfill Habitat's expectations and to enter the new world of home ownership. The tasks involved in providing this help and guidance vary from one affiliate to another but should be directed at helping the family to achieve independence. The sponsor must always be conscious of the fine line between providing needed assistance and giving patronizing help which inhibits independence or cultivates dependence. The role of the sponsor is not only to educate and support the family but also to listen to and learn from the partner family. See *"Family Nurture," Volume 4.*

Sponsor's Responsibilities

The sponsor's involvement begins when the family is chosen to receive a Habitat house. The sponsor should help the new family get involved in Habitat activities such as meetings and special events to give them the opportunity to get to know present homeowners and Habitat supporters. As the family's house is being planned, the sponsor should help them with the decisions involved, such as choosing a floor plan, color of paint, etc. The sponsor can also keep track of the family's sweat-equity hours and encourage them to complete these hours.

Another important part of the sponsor's role is to help the family with new experiences of home ownership, such as dealing with property taxes, home insurance, and home maintenance, and with other new experiences, such as coping with attention from the media. In addition, each family might have special needs for assistance. Finally, the sponsor should act as a mediator for problems such as delinquent house payments.

The sponsor also provides a ready means for partner families to give their input to the Habitat affiliate. These families are the best resource for the affiliate to learn what it is doing well and what it could do better. The Family Nurture Committee should obtain feedback from families regarding such things as the application and selection process, construction and house design, the family's involvement in public relations, and the affiliate's relationship with the family. This feedback may be obtained informally through personal contact, or through a more formalized system such as using surveys. Regardless of the method used, it is important for the affiliate to make use of the information.

Site Selection Committee

The Site Selection Committee's initial responsibility is to target the area of your community in which the ministry of Habitat will develop and work. Ideally, this would be done in an area in which property is readily available at a reasonable cost. Once an area is targeted, it is the committee's responsibility to identify and recommend property for acquisition to the board. See *"Site Selection and Development," Volume 5*. See *"Site Selection and Development," Volume 2* for legal issues.

Committee Membership

The Site Selection Committee should have three to five members. Having committee members with experience in real estate and construction or prior involvement in low-income housing is desirable. Having committee members who are familiar with the community of need, such as a resident of the community, is important because such a person will assist the committee in understanding what site factors may be problematic for potential homeowners. (This person can be a potential Habitat homeowner.) Others to consider for membership are people who have significant contact with persons or agencies in a position to secure land for a Habitat project. See *Appendix 2-F, (Sample) Business Plan and "Leadership and Responsibilities," Volume 5*.

Establishing a Target Area

This initial decision in selecting a target area should not be based solely on where someone has donated a lot or a house. The Site Selection Committee should thoroughly research needs and opportunities and choose a neighborhood in which Habitat's ministry will thrive and grow. A donated piece of property is only one of a number of important criteria, which include community desire, community need, and other factors. A donated piece of property which is not usable can be sold to support Habitat's work or donated to another charitable organization which can use the property.

Community Desire

Go where you are asked. Due to the lack of awareness on the part of neighborhood leaders, it may be difficult to actually be invited into a neighborhood when you are first getting started. However, if Habitat is to succeed in a neighborhood it is essential to have the support of both the residents and the local leadership from the beginning. The committee should take the time to share the Habitat program with the leaders of potential neighborhoods and allow them to respond to the opportunity. Developing a real partnership between the community and Habitat depends a great deal on how the relationship begins. See *"Minority and Grass-roots Partnership," in Chapter 3*.

Community Need

Go where you are needed. It is not unusual for Habitat to be working in a neighborhood which local people refer to as the “worst part of town.” In many towns, such a neighborhood is the only place where land or buildings can be acquired at a reasonable price. Working in these neighborhoods is costly but rewarding. Security of volunteers, materials, and equipment requires special consideration, but the results are worth it. Every home that is built or rehabilitated affects those around it, and often encourages other homeowners and landlords alike to improve their property. In this way, Habitat is able to affect the housing and environment of many more than just the specific families with whom it is working directly.

Obtaining Property

Once the decision to target a specific area has been made, the committee begins the process of identifying and obtaining property for construction of the first home. Since this decision greatly influences the method of construction to be used, the Site Selection and Building Committees should be integrated until the first site is selected. See “*Site Selection and Development*,” Volume 5.

Manner of Acquisition

The manner of acquiring property varies greatly from project to project. Habitat affiliates often obtain donated property through an individual, a corporation, or a government agency. While many property owners contribute land or houses which they have not been able to sell, Habitat must examine the property to be sure that there are no conditions which would place the homeowners or volunteers at risk. Individuals and corporations can use the fair market value of the property as a tax-deductible charitable contribution, and cities or counties are often happy to get property back on the tax rolls. Property that may be a problem on the conventional market is ideally suited for Habitat. Habitat seldom builds in high-value real estate areas.

Types of Properties

Depending on what is available at any given time, individual projects may acquire several different types of property and use completely different methods of construction on each one. For example, within some affiliates, many homes are built on individual and scattered lots, other homes are rehabilitated or repaired, and still others are built on a large tract of land that is subdivided for a number of homes.

By far the most widely used type of property for building a Habitat house is a lot with ready access to utilities. While it is certainly acceptable to build on scattered sites, most projects prefer to build several houses in one general area. This method makes the construction more efficient, and it also increases the visible impact Habitat has on a community. Habitat can have an influence greater than the sum of the individual Habitat houses when efforts are focused on the needs of a community.

Delinquent Tax Properties

Check into the method used by your city, county, or state to handle land or houses which have been acquired by one of these governmental units for failure of owners to pay taxes. Often, houses or land which have been acquired by the government for delinquent taxes are available. See “*Government Funds*,” Chapter 3.

Seek out a person in the local tax office who is sympathetic with Habitat’s work and who can help the affiliate identify desirable delinquent tax properties. The tax office has records of lots with delinquent taxes, which sometimes can be purchased from the owner in lieu of the taxes owed. The tax office also has records of city-owned property up for sale and might suggest a price range to bid for a lot.

Urban Considerations

In a large urban setting, open land is at a premium and what is available can be extremely expensive. Affiliates located in major cities, such as New York, Chicago, and Baltimore have found that the best

method of building low-cost housing is to rehabilitate deteriorating or vacant housing. Before obtaining this type of property, seek the advice of sympathetic building inspectors or contractors with rehabilitation experience. If the building is in acceptable condition, rehabilitating is an excellent way to supply low-cost housing and revitalize deteriorating communities. However, in many ways rehabilitation work is much more difficult than new home construction. The supervision of a builder with experience in rehabilitation is required. See *Volume 5 for more details.*

Rural Considerations

In rural projects, land is usually more readily available. Some affiliates located in rural areas have obtained large tracts of land to be subdivided into individual lots. An affiliate utilizing this method of building will need to consider the expense of developing the tract. If the property does not have existing streets, sewer system, or utility hook-ups, the cost of providing this infrastructure can make the cost of the homes too high for low-income families.

Legal Considerations

Before purchasing or accepting property, be sure to get competent legal advice and have the title searched for liens, mortgages, back taxes, rights-of-way, mineral rights, defects, possible environmental problems, etc. Study the zoning laws to make sure that the lot size is acceptable and that the desired house can be positioned on the lot to meet the set-back requirements. See *“Site Selection and Development,” Volume 2.*

Other Considerations

Other factors should be considered when evaluating a piece of property. Check the land for drainage or moisture problems. If the property is in a low area, there may be serious problems that require costly solutions. Another potential area of concern is toxic waste and other environmental hazards, such as radon. When choosing a site in an area where there may be environmental problems, the affiliate should proceed cautiously. Seek the advice of a trustworthy builder or developer when acquiring any property. See *“Site Selection and Development,” Volume 2.*

Building/Construction Committee

Building is a complicated process and Habitat’s goals make it even more complicated. To the normal problems in construction of scheduling, quality control, and weather, Habitat adds unskilled families and volunteers, minimal capital, and the perception by some members of the building community that nonprofit means poor quality. Every affiliate needs an experienced residential builder to provide leadership and credibility to the construction process. However, due to the unique nature of how Habitat builds, this person alone is not enough. Finding the right builder and forming the right team depends on knowing how the committee must operate.

Committee’s Role

In the early stages of an affiliate, the Building/Construction Committee is responsible for both the construction planning and the implementation of the plan. The committee recommends policy to the board and builds the house. As the affiliate grows, the number of volunteers increases and the Building/Construction Committee’s focus shifts to establishing contacts in the professional community and providing organization to the construction process. In a mature affiliate, much of the day-to-day supervision is handled by staff members, and the committee is made up of key professionals in the building community who provide services and contacts with their peers. See *“Construction,” Volume 5, for more details, specifically “Leadership and Responsibilities,” Chapter 1.*

Committee Responsibilities

The first responsibility of the Building/Construction Committee is to work with the Site Selection Committee in choosing the area in which to work and the type of construction that best fits both the needs of the local community and Habitat's goals. The committee must then establish guidelines for the type of work the affiliate will do, dealing specifically with the materials, amenities, and design criteria for the work. The committee should develop and implement a construction plan and then evaluate the performance of the construction organization. The committee should solicit volunteers and professional help from the community. As the affiliate grows, it should consider forming a separate Volunteer Committee to recruit volunteers. See "Construction," Volume 5, for more details.

Areas of Responsibility

Regardless of the amount of building activity in an affiliate, there are certain key areas of responsibility. As an affiliate is just getting started, many of these areas can be handled by one person. As the affiliate grows and matures, some of these jobs will be handled by others or by groups of people. Unlike a business where you create a job and look for a person to fill it, working with volunteers is often a case of knowing the volunteers and adjusting their roles to get the job done. The following descriptions of areas of responsibility do not necessarily require different people; they merely describe the different areas which need to be addressed. It will be up to the project leaders to match people with areas of responsibility.

Chairperson

Because Habitat is more than just a nonprofit construction company, the chairperson of the Building/Construction Committee must be aware and supportive of the overall goals of the organization. A builder may be knowledgeable about construction and yet have no inclination or desire to get to know the families or work with volunteers or to understand Habitat's philosophy. A good chairperson solicits people with the skills needed to build a balanced Habitat team, delegate responsibilities, and provide clear information to the board for its consideration. This role should not be confused with that of providing the actual coordination for construction. At times these tasks are accomplished by the same person, but that is not a necessity.

Construction Coordination

Construction coordination requires management skills and professional construction experience. This coordination involves the supervision, coordination, and organization of all aspects of Habitat's construction projects including site evaluation, design, obtaining permits, inspections, and interacting with subcontractors, homeowners, and volunteers. One of the most important tasks is to balance the use of homeowners, volunteers, and professionals for optimum effectiveness in achieving all of Habitat's goals. No amount of marginally experienced committee members can replace an effective construction coordinator.

Construction Supervision

This job requires strong hands-on skills and the ability to teach and work well with people. It involves interacting with the volunteer coordinator, training (or organizing training for) volunteers, and scheduling volunteers and homeowners for work. A good construction supervisor not only has building skills, but also has had sufficient experience to be able to anticipate problems and stay ahead of a group of volunteers. Because of this, using different supervisors for different tasks is often helpful.

Volunteer Coordination

This role can often be accomplished by a volunteer who can coordinate the volunteer resources for both construction and nonconstruction needs. This work requires special people skills more than construction skills. The volunteer coordinator must interact with work coordinators and supervisors to develop and define needs and prepare volunteers for work.

Interaction with Homeowners

Habitat seeks to involve the homeowners fully in its ministry, especially as their home is being built. Interacting with the family who will own the home to obtain their input on choosing a floor plan, the color of paint, the style of cabinets, etc. is important. Working with the homeowners also includes facilitating positive interaction among the homeowners and other volunteers at the work site.

Materials Procurement

This work requires good sales skills and a knowledge of the construction community. It involves working with general fund-raising efforts; maintaining contact with national and regional Habitat suppliers; coordinating solicitation for current needs; and selecting, handling, and storing donated materials. See *“Materials Procurement and Handling,” Volume 5.*

Executive Committee

Members of the Executive Committee generally include the officers of the Board of Directors and several other members of the Board of Directors. The chairperson of the Executive Committee is generally the chairperson of the Board of Directors.

The purpose of the Executive Committee is to handle board matters and corporate affairs that arise between regular board meetings. In addition, this committee can assist the chairperson in developing and coordinating the agenda for the meetings of the board. This agenda, however, should be developed upon the advice of the entire board and the operating committees.

This committee is authorized to exercise all corporate powers which may be exercised by the board when the board is not in session. The committee generally does not have the power to alter or revoke any previous order, resolution, or vote of a meeting of the board unless specifically granted such power by the board; approve or recommend dissolution, merger, or the sale, pledge, or transfer of all or substantially all of the assets of Habitat; elect, appoint, or remove directors or fill vacancies on the board; or adopt, amend, or repeal the bylaws of the Habitat affiliate. The committee shall report all its interim actions in writing at the next regular or special meeting of the board, and this writing should be sent to the members of the board at least two (2) weeks prior to such regular or special meeting.

At the minimum, the Executive Committee (or its subcommittees) can assume the various functions which are described below. Initially, many of the below functions will be performed by the Executive Committee (or a subcommittee). At some future date, the functions may be substantial enough to warrant their own committee. See *“Legal Issues,” Volume 2.* See also *Appendix 6-C, (Sample) Bylaws, Volume 2.*

Nominating Committee

The Nominating Committee is responsible for recruiting and selecting a board that is effective and representative of the entire community. If an affiliate has a Nominating Committee, it is the committee’s responsibility to identify and recruit prospective directors of the affiliate and present a slate of nominees for election as directors at the annual meeting. The Nominating Committee has an extremely important task to be sure that the board has overall balance and representation. While the functions of the Nominating Committee can be done by the Executive Committee, we recommend a separate and smaller committee which fulfills this important responsibility. See *“Affiliate Board of Directors,” Chapter 5,* and *“Legal Issues,” Volume 2.* See also *Appendix 6-C, (Sample) Bylaws, Volume 2.*

Human Resources Committee

The Human Resources Committee is responsible for the personnel policies and programs of the Habitat affiliate. While not all affiliates have this committee, it is suggested that the functions be delegated specifically to some board committee executive. At an early stage these functions can be delegated to the Executive Committee or to a subcommittee which handles administrative areas like human resources, budget, and planning. The committee is the board's primary body which evaluates the human resources and volunteer policies and the overall management structure of the affiliate.

The committee assumes the responsibility for developing and overseeing the policies which affect the employees and volunteers of the local affiliate. The committee is expected to ensure that there is proper review and approval of new staff and volunteer positions, including comprehensive job descriptions and performance evaluation. Evaluation of job performance is an essential part of any organization. In addition, the committee would develop and implement any compensation or benefit packages that would be provided. Some of these benefit packages are available from international headquarters like group medical benefits.

The members of the committee should be familiar with the selection process for volunteers and hiring policies for any hourly or salaried employees. Habitat for Humanity is primarily a volunteer organization which requires the directors to be especially sensitive to the people who commit their time and energies as volunteers. To that end, the committee has a broader responsibility to instill volunteerism in the public at large. See "Legal Issues" in Volume 2, and Appendix 6-C, (Sample) Bylaws, in Volume 2.

Strategic and Long-range Planning Committee

The Strategic and Long-range Planning Committee is responsible for the long-term growth of the Habitat affiliate. This committee generally consists of a representative from the operating committees, and therefore works with the operating committees in developing the affiliate's comprehensive long-range plan. By its nature, the plan is dynamic and changing. It is not meant to be concrete but a fluid and flexible tool to be used by the board to fulfill its responsibility to Christ and to the community of support and the community of need. The plan permits the Habitat affiliate to allocate its resources in a manner which best fulfills its mission and purposes in accordance with principles of Christian stewardship. Furthermore, the plan permits the board to evaluate its priorities and its progress in meeting Habitat's mission, purposes, and goals.

The questions that this committee faces are broad and complex. Where is the Habitat affiliate going with its programs? How should it get to where it is going? Does the affiliate need to pursue a different course, or does it need to change its focus? The committee translates these and other questions into a plan which can be used by the other committees in developing their policies, priorities, and programs. In a very real sense, the Strategic and Long-range Planning Committee helps to coordinate the policies and programs of Habitat and helps to guide the other committees in developing policies, programs, and plans.

As the long-range plan for the Habitat affiliate develops and the other committees develop their own long-range plans, it is likely that the Strategic and Long-range Planning Committee will dissolve into the Executive Committee. Not all affiliates have this committee, but most affiliates delegate these responsibilities to the Executive Committee or a subcommittee of the Executive Committee. See Appendix 8-A, (Sample) Long-range Plan, and "Legal Issues," Volume 2. See also Appendix 6-C, (Sample) Bylaws, Volume 2.

Finance and Budget Committee

The Finance and Budget Committee of the affiliate's Board of Directors has an important responsibility, because it is charged with the responsibility of overseeing the affiliate's financial and administrative activities. The committee assumes the responsibility for the audit and budget functions. Since Habitat stresses good stewardship of resources, the committee assumes the primary responsibility for implementing and reviewing policies which foster good stewardship. The committee must also ensure that there are adequate financial resources available and that there is no deficit spending for the programs of the affiliate.

The Finance and Budget Committee, however, does not relieve each member of the Board of Directors of the responsibilities associated with good stewardship and fiduciary duties (position of trust) and standards of care. See *"Duties of Board Members and Chairperson," Chapter 6.*

The accounting and audit functions of the committee are important ones. These require the committee to review what staff members or volunteers are responsible for handling and accounting for the funds of the affiliate. The committee must develop the scope of the annual audit of the affiliate's financial books and must work closely with the affiliate's independent certified public accountant as he or she prepares the affiliate's financial statements. This accountant not only reviews the financial records and prepares the audited financial statements, but reviews the procedures used by the affiliate to handle and account for the funds received and expended. The recommendations contained in the accountant's report to the board must be scrutinized carefully. In order for the board to meet its legal and fiduciary responsibilities, the committee must have a close working relationship with the accountant. See *"Business Operations," Volume 2.*

The committee develops, oversees, and reviews the affiliate's budget. The committee also reviews and coordinates each facet of the budget, making recommendations to the board for its approval. In addition, the committee must understand the long-range plan and strategy for growth that the affiliate has established. The committee develops, implements, and administers the plans and policies providing for the affiliate's physical facilities and administrative needs. While not all affiliates have this committee, it is recommended that the specific functions be delegated to another committee, usually the Executive Committee or a subcommittee of the Executive Committee. See *"Legal Issues," Volume 2, and Appendix 6-C, (Sample) Bylaws, Volume 2.*

Related Appendixes

- 8-A** (Sample) Long-range Plan
- 8-B** (Sample) Twin Cities Habitat for Humanity 1991 Plan
- 8-C** (Sample) Monthly Committee Report
- 8-D** (Sample) Quarterly Committee Report
- 8-E** (Sample) Organizational Chart Showing Committees and Their Functions

Human Resources

Section III

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Recruitment

Recruitment is the essential starting point for all Habitat personnel. Even those who are actively looking for work need to be informed that your affiliate has an opening available where their skills and abilities may be utilized and where some important need of theirs may be met whether by cash or by some other form of compensation.

Recruitment is necessary for three different categories of Habitat personnel: long-term volunteers, short-term volunteers, and paid personnel. Each category has its own needs, and each brings its own advantages to the organization. Thus, we will consider the aspect of recruitment separately for each category of Habitat personnel.

Volunteer Recruitment Process

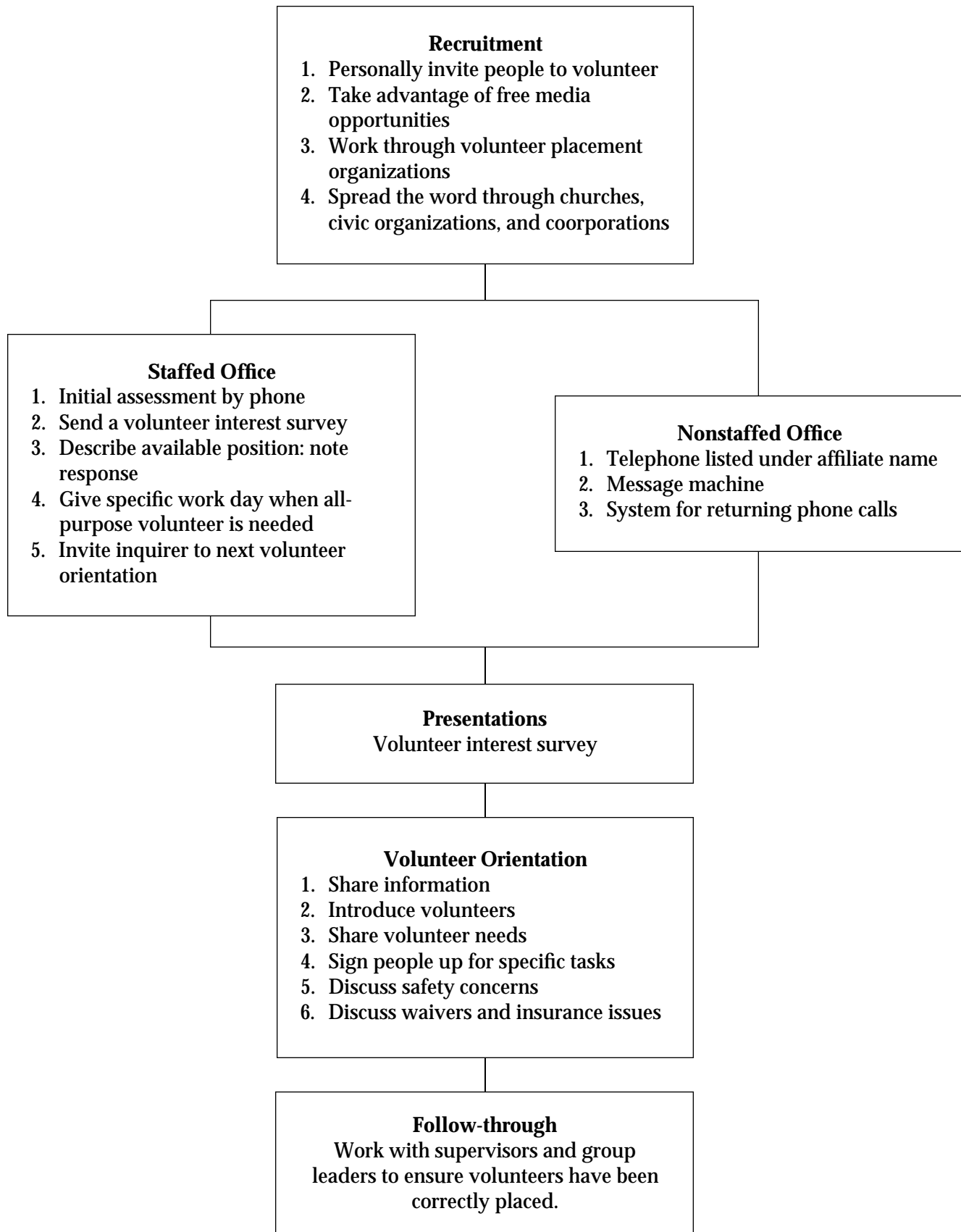
A prompt answer to a potential volunteer's inquiry is very important. The volunteer coordinator or committee should be able to respond with general information about Habitat and specific information about possible areas of service. Placement in a work area with a supervisor should follow quickly.

Staffed Office

In a staffed office, the volunteer coordinator should train the receptionist to handle telephone inquiries in one of the following ways:

- Do an initial assessment over the phone by asking a few short questions about interest, skill level, and availability. The volunteer coordinator could work with the information to begin conversations with the different supervisors about filling various needs.
- Take the name, address, and phone number of the potential volunteer and send him or her a volunteer interest survey which would be returned to the volunteer coordinator.
- Describe to the potential volunteer one or more available, already-defined volunteer job openings, and note any interest so that a return phone call can be made by the respective supervisor or the volunteer coordinator.
- Inform the potential volunteer about specific work days when general all-purpose volunteers are needed.
- Notify the inquirer about the next upcoming volunteer orientation. For those groups that are flooded with inquiries this procedure allows the most serious volunteers to select themselves by coming to the orientation.

fig. 9.1 Volunteer Recruitment and Follow-through



Nonstaffed Office

A telephone listed under the affiliate name, a message machine, and a system for returning phone calls are absolute essentials if the affiliate does not have a staffed office. If the message clearly indicates that the caller is interested in volunteering, then the call can be returned by the volunteer coordinator. If phone calls are returned by one or more volunteers or board members, then they need to be trained to do one of the items listed under staffed office.

Presentations

A volunteer interest survey is the best general tool for use at Habitat presentations if volunteers are being sought. The surveys should be returned to the volunteer coordinator or committee for placement. See *Appendix 5-A, (Sample) Volunteer Survey, Volume 5.*

Volunteer Orientation

Affiliates that need to place a large number of volunteers may find a volunteer orientation helpful. An orientation session serves the following purposes:

- To disseminate information about Habitat and the work of the affiliate
- To introduce volunteers one to another
- To allow work group leaders to share about their volunteer needs and sign people up for specific tasks
- To initiate people to safety concerns and inform them about waivers and insurance issues

Follow-through

The volunteer coordinator works with the appropriate supervisors and group leaders to place the volunteers. The coordinator should contact them again to see that they have followed through.

Volunteer Coordinator and Committee

Everyone in an affiliate leadership role becomes involved in the recruitment of volunteers. Anyone who needs volunteers, enlists help in order to accomplish his or her task.

Comprehensive Program Led by Coordinator or Committee

Informal, one-on-one volunteer recruitment constantly takes place in an active, healthy affiliate, but a general affiliate program of volunteer recruitment should be designed and orchestrated by the volunteer coordinator or the Volunteer Committee. Recruitment, placement, and coordination are part of the same activity.

The volunteer coordinator or Committee should compile a comprehensive list of the affiliate needs and develop a recruitment program. Recruitment programs involve publicity through the affiliate's public relations program (e.g., speakers' presentations, newsletters) and active recruitment through various resources (e.g., volunteer agencies, churches).

Four Steps of Volunteer Recruitment

The basic tasks of volunteer recruitment are:

1. Determining the need

Specifics are important. The need is not just volunteers in general, but volunteers for specific needs. Most people are attracted to volunteering when they know of a specific need that they can meet.

2. Packaging your needs

Good public relations is absolutely essential for volunteer recruitment. The affiliate must:

- Present an overall positive affiliate image so that people will want to be identified with the group.
- Communicate effectively to the public about your specific needs.

3. Looking in the right place

Newsletters and public presentations about Habitat are very effective in recruiting volunteers for your affiliate. Occasionally, you may need to aggressively recruit the right volunteer.

4. Utilizing volunteers effectively

Follow-through and the effective use of volunteers along with an appropriate expression of appreciation help with recruitment. Volunteers want to know that their time and energy made a contribution to the ministry. Negative experiences are often shared in the community and can develop a bad reputation for the affiliate, thus making recruitment difficult.

Determining Needs

Determining what is needed is a major part of the task. The definition of the volunteer job requires a give-and-take negotiation between the leader of the work area and the volunteer coordinator experienced in recruitment.

Committee Chairpersons and Supervisors

Much labor is required both to build a house, and to run a Habitat affiliate. Part of the affordability of a Habitat house is the volunteer labor used in construction, fund raising, family selection and support, site selection, and general administration. The more people an affiliate involves, the more support the affiliate has. More support brings the affiliate fulfillment of its ultimate goals.

Identifying the need for help starts with the leader or supervisor of a work area. A good leader determines what he or she must do, and what can be delegated to others.

Whether the activity is building a house or building a family nurture program, the total effort must be conceptualized and divided into meaningful tasks for volunteers, skilled and unskilled. A common mistake is assuming that a skilled job whether plumbing or building a data base, can not be filled by a volunteer. Skilled volunteers can also be recruited.

Volunteer Coordinator or Committee

The volunteer coordinator or committee serves as a facilitator and consultant to the committee chairpersons or supervisors by:

- Prompting their thinking on how to use volunteers in their respective areas
- Assisting them in detailing the tasks into volunteer-sized chores
- Helping with the technical parts of drafting job descriptions
- Laboring aggressively, but patiently, to achieve good communication within the affiliate leadership structure

Individuals specifically responsible for volunteer recruitment must remember that they are the advocates for volunteer usage within the organization. Other affiliate leaders focus primarily on the development and accomplishment of their work area. The volunteer recruiters should have a constant consciousness of the overall importance of volunteers in the Habitat mission.

Considerations

When determining what you need, consider the following things about the people you recruit:

- Most people do not volunteer because they have not been asked.
- Most volunteers want a task-specific job as opposed to organizing some amorphous, undefined work area. Relatively few people will volunteer for leadership tasks.
- Many people volunteer for work that they do not do for a living, although others will volunteer in their field of expertise.

Packaging the Need

Communicating the expectations of an individual in a given position is essential in helping to properly match a volunteer with the appropriate position.

Job Description

Volunteers who are part of a work group for one day or more do not need a job description. Most ongoing volunteer jobs within an affiliate, however, require a written job description.

Functions

Job descriptions are critical to task accomplishment because they serve the following purposes:

- Define a clear task from a previously vague concept.
- Serve as an actual volunteer request form.
- Guide those taking on the position.
- Communicate the importance of the task to the overall affiliate mission.

Detailed Information

Complete, effective job descriptions contain this information:

- Position title
- Position description
- Supervisor
- Special skills or abilities needed
- Nature and duration of training to be provided as necessary
- Location of the work
- Equipment or tools to be provided by the volunteer
- Hours and duration of the work
- Risks involved in the work
- Any other expectations of the volunteer

The initial composition of the job description should come from the supervisor. The supervisor, the volunteer, and the volunteer coordinator become frustrated when volunteers are assigned to positions with supervisors who had no desire for help of that kind for that particular job.

Interest Survey

An interest survey shows various volunteer needs of an affiliate and serves as an intake device for a large group such as the affiliate newsletter recipients or those attending a Habitat presentation. An interest survey includes lines for the potential volunteer to include his or her essential information (date the form is filled out, name, phones, address, zip, church or group affiliations, and days and times available).

One effective way to catalog the information on the interest survey sheet is to list the various jobs under the general work area beside blanks for people to check their interests. A numbering system may be used so the volunteers indicate the level of skill they have. Remember to include options that indicate a person's willingness to serve as a leader or organizer.

Looking in the Right Places

When you begin to look for volunteers, remember the following 1981 Gallup Survey information about how people became involved in volunteering (the categories are obviously not mutually exclusive):

Someone asked them personally	44%
A friend or family member was already involved	29%
Through participation in group or organization	25%
Sought the activity on their own	25%
Volunteered because they had seen ad or information in media	6%

Advertisements

Since effective free ways to recruit volunteers exist, affiliates generally should not pay for advertising about their needs. However, if free media resources are available, take advantage of them.

Supportive Organizations

One way to recruit for a specific job is to submit a short, two- or three-sentence description about the volunteer need to several organizations that are supportive of Habitat such as specific churches, social clubs, or trade organizations. These groups often include these requests in their bulletins and newsletters or announce them at worship services or meetings.

Remember to be specific in your request. “We need a volunteer to help with bookkeeping” is too general and will not encourage responses. Some positive examples:

- Needed: Volunteer Bookkeeper for two hours a week at Habitat office, to enter transactions in general ledger computer program.
- Needed: Volunteer Financial Secretary to help three hours per week in Habitat office to write acknowledgements for contributions, write checks, and prepare bank deposits.
- Needed: Site Selection Committee Member to help assess potential building sites, evaluate houses offered to Habitat for possible rehabilitation, and make recommendations to the Habitat board. Approximately five hours per month.

Court-appointed Volunteers

Many probationers, traffic violation offenders, and others are required to do community service work. Some affiliates have had great success in using these programs to acquire a regular source of volunteer labor. The availability of regular supervision and a work load that will support a steady stream of volunteers is necessary to make good use of such a program. If you need assistance in making the connection with the court system, the local United Way or a volunteer referral agency may be able to help.

Utilizing Volunteers Effectively

Until poverty housing is eliminated, theoretically there will never be too many volunteers. Excess volunteers means a shortage of other resources, such as money, land, or organizational leadership, that is keeping the affiliate from building more houses. The extra volunteers should ideally be deployed to the area where there are shortages. In reality, many affiliates have too many volunteers of one type, usually unskilled construction workers.

Highlight Non-construction Needs

Affiliates can partially solve the problem of too many volunteers by creating a public relations program to educate potential volunteers about the critical need for help in other areas such as family nurture, site selection, general administration, volunteer coordination, or fund raising.

Repair Programs

An affiliate can also start a repair program for owner-occupied homes. Low-income homeowners often lack the means to keep their homes in good repair and very often fall in the gap between the service areas of various programs.

Referrals to Other Groups

Honesty is best when a particular kind of volunteer cannot be used. Partnerships with other neighborhood or civic groups that may need volunteers is one good solution. Try to have some place to refer potential volunteers that you cannot use.

Teams

Several affiliates, overwhelmed with many volunteers, organize their workers into teams and only accept new volunteers who can easily be placed on an existing team or who commit to forming a team from a church or organization for a specific purpose. The team approach not only helps in recruitment but also

helps coordination, especially in the construction area. Teams can be trained in particular tasks, such as siding or soffit work, and then be expected to work at specific intervals when that construction phase is needed.

Long-term Volunteer Recruitment

Many people for a variety of reasons seek opportunities to do significant fulltime work for little or no pay. Some are college students or recent graduates. Others are retirees, and others just have unusual circumstances that allow them the freedom to pursue these activities.

Advantages and Possible Functions

Long-term volunteers who can relocate and work for an affiliate for a few months or more can be a tremendous resource. In some cases a long-term volunteer can serve the same function as a professional paid staff person.

Some of the important staff positions that affiliates have been able to fill with skilled volunteers are:

- Project director
- Construction supervisor
- Office manager
- Fund raising/public relations
- Volunteer/work camp coordinator
- Construction worker
- Secretarial/clerical

Costs

Long-term volunteers are usually not free. Some can provide for their own needs including housing. Most need housing and a stipend for food. A fairly typical arrangement is housing and a modest monthly stipend.

Habitat for Humanity International provides housing plus \$40 per week per adult for food, \$25 additional per adult per month, \$40 per week for children of the volunteers over ten years of age, and \$25 for children under ten. Long-term volunteers receive \$300 to \$400 per month plus insurance. In their second year this stipend is increased by another \$100 per month. See "Reporting Requirements" and "Employment Issues" in Chapter 7, Volume 2.

Housing

Affiliates have creative ways to provide housing for long-term volunteers. Some groups dedicate a donated house for volunteer housing. Some churches make housing available for volunteers. Donated rental housing may be used for this purpose (call the Apartment Managers Association). Some Habitat supporters make their personal houses that are sitting vacant on the market for sale available for long-term Habitat volunteers.

Screening

If you recruit your own long-term volunteers, screening is tremendously important. Everyone is a loser if your affiliate relocates a volunteer only to find that she or he is not suitable for the job or brings along some personal liabilities that make the situation too difficult.

If you do your own recruitment, you may want to adapt the HFH International volunteer application. The screening tips are important:

- **Accept no short-cuts on the paper work.** Require that your application be filled out in its entirety and returned. A volunteer who completely fills out the application indicates a sincere interest in working for your affiliate and passes that first step in the screening process.
- **Reference forms.** Require the completion and return of at least three out of four reference forms before approval.
- **Highlight negative comments.** Pay careful attention to any negative comments on the reference forms. References are usually generous in their estimate of the applicant. Comments that raise questions should be examined carefully.
- **Be aware of danger signs.** Remarks about an applicant being impatient, a perfectionist, or demanding should raise red flags.
- **A through phone interview is important.** Questions about required job skills should be specific. Questions to help determine character should be general, relating to their interest in Habitat and their personal interest in people.

Short-term Volunteer Recruitment

Short-term volunteers require the same care in selection and orientation as more permanent personnel. Because they are only with the affiliate for a short time, it is very important to make their stay a meaningful and enjoyable experience.

Paid Personnel Recruitment

Habitat is basically a volunteer-driven organization, but in many cases paid personnel can increase access to volunteers and the efficiency and productivity of volunteers. Some of the advantages that paid personnel may offer:

- **Accountability.** A paycheck means that some things, that could only be requested of a volunteer can now be required.
- **Duration of Service.** A properly compensated and appreciated staff person may provide consistency over a number of years.
- **Availability.** Paid personnel are available for the specified hours, but it may take fortuitous circumstances to find the right volunteer.
- **Skill and Experience.** If you are willing to pay, you can probably get the skill and experience you need.

Financial Resources

Contributions designated for staff salaries may be a big issue for a new affiliate or for any affiliate about to hire the first staff person. Many Habitat donors want their contributions to go for the hard construction costs rather than administration, overhead, and payroll. An affiliate hiring staff for the first time may wish to find designated donations for the payroll.

Ongoing Operations

Once an affiliate is established and has a good public relations program, designated donations may not be necessary. If the public sees a well-run, hard-working affiliate, they will probably not be overly concerned about overhead. Individuals who think about money spent for salaries will quickly realize the necessity of the expense.

Donor Funding for Staff

Some donors are more interested in paying staff salaries than the hard construction costs. Foundations, for instance, often prefer spending their money for staff that will improve an affiliate's efficiency and resource recruitment over giving money for one particular house. As an example, a \$30,000 contribution to hire an executive director may help an affiliate leverage other resources so that the foundation has played a significant role in building ten houses rather than just one. See "Leveraging" in Chapter 16, Volume 3.

Donors, whose business is to give away money or who make a practice of giving money, like to see their money leveraged in this manner. Donors who have a long-term relationship with an affiliate may also be approachable for designated contributions for hiring staff.

Job Descriptions

A good job description is absolutely essential as your affiliate begins the hiring process. A job description helps the affiliate define what it wants and how it will relate the rest of its organization to the staff person. The job description also helps potential applicants screen themselves out or know what parts of their experience to draw attention to in their application.

The key parts of a job description include:

- Title of the position
- Accountability—who the staff person reports to within the organization
- Compensation
- Job summary—the basic nature of the job
- Duties and responsibilities specifically listed
- Qualifications—education, skills, and experience designated as required or preferred

Job descriptions for several key affiliate positions may be found in other volumes. See "Staff," Chapter 10 and Appendixes 10-L, 10-M, 10-N, for job descriptions for executive directors, construction supervisors, and program coordinators/office managers.

Advertising and Recruitment

Once your affiliate has identified what you are looking for in an individual, it is then necessary to get the information out to places where potential applicants will hear about opportunities for employment.

Habitat Sources

Inform the following of your search for personnel:

- Human Resources Department in Americus
- Regional office
- Other Habitat affiliates in your region

Potential applicants for Habitat employment may have already contacted one or more of these offices. An employee already familiar with Habitat requires less training.

The simplest way to inform other offices and agencies about your search is to send them a photocopied announcement about the job. You may include a job description with the announcement or save the description to distribute to individuals with serious inquiries.

Local Sources

Depending on the nature of the job, sending the job announcement to one or more of the following may be helpful:

- College or university placement offices
- Trade schools, including secretarial schools
- Churches
- Trade unions or associations
- Other nonprofit organizations, particularly those who have recently gone through personnel searches

Newspapers

Advertising in the local newspaper, may be expensive but may produce the most applicants. Most individuals in the job market go to the newspaper first. The advertisement must be located under the right job description category. The classified ad personnel for the local paper should be able to help you with this matter.

When advertising in a daily, use a blind ad that does not mention the name of the organization or a phone number. The blind ad gives only a short job description and a post office box address for letters of interest and resumes. If a phone number or address is listed, you may receive a flood of inquiries. Advertising in a major urban daily newspaper is the equivalent of instituting a nationwide search for a position.

Response to Applicants

Respond to everyone; it is common courtesy and Christian kindness. If there are many applicants, a computer word-processing program with print merge may be required.

Include some Habitat advertising in the responses. You may find some people who are willing to volunteer with Habitat even though they will not be paid.

Interviewing

For individuals who appear qualified on their resume, conduct a telephone interview. The phone interview determines threshold qualifications, the appropriate salary range, and the availability date.

Personal Interview

Unless someone with your affiliate has experience in hiring personnel, use an interviewing committee of two to four people. The collective wisdom of several is better than the singular wisdom in weighing experience and personality for a particular job.

The number of personal interviews depends on the available time of the interviewing committee and the size of the pool of qualified applicants. If you have good applicants, you may only need to interview two to four people.

If you schedule several consecutive interviews, allow an extra fifteen minutes between interviews. This time allows some flexibility if an interview goes overtime and allows your committee to debrief between applicants.

Particular Considerations

Specific skills may require testing or close evaluation:

- Skill tests, such as a typing or dictaphone test for secretaries, is required in some positions.
- Watch for relational skills, particularly in construction supervisors who will supervise volunteers.

Recruitment Agencies

ACCESS

ACCESS: Networking in the Public Interest is a national nonprofit organization which publishes a monthly newspaper, *Community Jobs: The Employment Newspaper for the Nonprofit Sector*. A single job listing requires a small fee; nonprofit organizations can also pay a yearly registration fee that entitles them to an unlimited number of job and internship listings for one year and a free subscription to *Community Jobs*. The registration fee is based on the budget of the nonprofit organization:

Budget Size	Fee
Under \$249,999	\$30
\$250,000–\$499,999	\$50
\$500,000–\$999,999	\$100
\$1,000,000–\$2,499,999	\$200
\$2,500,000 and up	\$300

For more information or registration call or write:

ACCESS

50 Beacon St.
Boston, MA 02108
(617) 720-JOBS
Fax: (617) 720-1318

Habitat for Humanity International

The Human Resources Department at the Americus office of Habitat keeps a list of affiliates requesting full-time volunteers according to the category of volunteer requested (e.g., project director, volunteer coordinator, secretarial/clerical).

Potential long-term volunteers are provided a list of affiliates with open positions which match their interest and geographical preference.

When you have a position that you would like to list with the Americus office, contact the Habitat Help Line at 1-800-HABITAT, x550, x551, 552.

Intercristo

Intercristo is a professional recruiting service for Christian organizations with 501(c)(3) tax status. Intercristo receives approximately 5,000 inquiries per month from Christians looking for ministry-related employment opportunities. There are two ways that you can use Intercristo:

1. List an employment position for up to six months so that candidates may contact you. There is no charge for this service, but a small donation is requested.
2. Receive a monthly listing of prescreened candidates for a particular job opening with a resume summary on each candidate so that you may contact them. The fee for this service depends on the number of positions with which you request help. The subscription rate starts at \$90 for one job opening for three months. These fees change yearly.

In order to receive more details on Intercristo's services contact:

Intercristo
19303 Fremont Ave. North
Seattle, WA 98133-3800
(800) 426-1343

National Executive Service Corps

The National Executive Service Corps (NESC) helps nonprofit organizations solve their management problems through consultation with experienced volunteers retired from the upper ranks of industry, the professions, and the military. NESC consults in a variety of areas: board development, business plans, communications, feasibility studies, financial controls, funding strategies, marketing, mission clarification, personnel, public relations, strategic planning, and systems and procedures.

NESC assignments average 200 hours over a six-month period and conclude with written reports. NESC charges a modest fee based on the services delivered and the client's ability to pay. Services can be delivered nationally through NESC with affiliates now located in 35 cities. For further information, call or write:

Managing Director
National Executive Service Corps
257 Park Ave. South
New York, NY 10010
(212) 529-6660

Retired Senior Volunteer Program

Retired Senior Volunteer Program (RSVP) is a program run by the national volunteer agency ACTION. ACTION refers retired or semi-retired, aged sixty or older volunteers to nonprofit organizations. RSVP volunteers are covered by accident and liability insurance and can receive help with incidental expenses, such as transportation, through ACTION. For more information about RSVP programs near you, call or write:

ACTION
806 Connecticut Ave., N.W., Room 1006
Washington, DC 20525
202) 634-9353 or (800) 424-8867

Volunteer Centers

Many communities have volunteer placement organizations that can be a very good source of volunteers. Volunteer Centers will usually want specific job descriptions.

To find local contacts for Volunteer Centers, call or write:

The National VOLUNTEER Center
1111 N. 19th St., Suite 500
Arlington, VA 22209
(703) 276-0542

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The National Volunteer Center provides several different services. A VOLUNTEER associate membership, while it does require a small fee, entitles the member to receive:

- *Voluntary Action Leadership*, a quarterly magazine for volunteer program administrators covering such topics as volunteer recruitment, recognition, interviewing, orientation, training, and supervision
- “Volunteering,” a bimonthly newsletter
- A 10% discount for VOLUNTEER’s annual conference

The National Volunteer Center also publishes *Volunteer Readership*, a catalogue of merchandise and publications relating to volunteer management, recruitment, and promotion.

VISTA

Volunteers in Service to America (VISTA), a program of ACTION, national volunteer agency, assigns full-time volunteers to nonprofit organizations dealing with problems of low-income communities in the 50 states. VISTA volunteers’ housing, food, and incidental allowances are funded by ACTION.

Affiliates use VISTA volunteers to devise fund-raising programs, administer family selection and nurture programs, and coordinate construction. VISTA requires job descriptions for enabling, coordinating roles, rather than routine clerical or construction tasks. VISTA requires that the sponsoring organizations:

- Have active participation of the low-income community in developing, planning, and implementing the project.
- Involve the mobilization of community resources.
- Plan for the eventual phase-out of VISTA volunteers.
- The sponsoring agency recruits the VISTA volunteers.

The state and regional offices of ACTION handle applications for VISTA volunteer programs. The entire review, comment, revision, and final phases, including regional and national reviews can take up to six months. To identify the appropriate office and to receive ACTION’s call for VISTA proposals, call or write:

ACTION

806 Connecticut Ave., N.W., Room 1006
Washington, DC 20525
(202) 634-9353 or (800) 424-8867

Other Agencies

Several agencies, both denominational and nondenominational, are interested in becoming an affiliate’s volunteer placement site. The HFH International Human Resources Department works with the following volunteer service placement agencies. Each has their own application and referral process.

Any affiliate interested in recruiting volunteers beyond its local community or county may contact these agencies. They are already familiar with the ministry of Habitat through their association with the international headquarters, so the application process to become a placement location should not be too involved. Each agency differs in what they ask regarding stipend, housing, and insurance.

Director
Brethren Volunteer Service
 1451 Dundee Ave.
 Elgin, IL 60120-1694
 (708) 742-5100

InterSharing
 Box 637
 Lapel, IN 46051

Discipleship Ministries/Voluntary Service
 Eastern Mennonite Board
 Oak Ln. and Brandt Blvd.
 Salunga, PA 17538-0628
 (717) 898-2251

Christ Corps
 8501 Houston St.
 Silver Spring, MD 20910

International Christian Youth Exchange
 134 W. 26th St.
 New York, NY 10001
 (212) 206-7307

Presbyterian Church USA
 People in Mission
 100 Witherspoon St.
 Louisville, KY 40202-1396
 (502) 569-5018

Director
United Church Board for Homeland Ministries
 700 Prospect Ave. E, 6th Floor
 Cleveland, OH 44115-1110
 (216) 736-3800

Reformed Church in Voluntary Service
 132 W. 31st St.
 New York, NY 10001,

United Methodist Volunteers-In-Mission
 475 Riverside Dr., Room 1470
 New York, NY 10115
 (800) 654-5929

Related Appendixes

- 9-A** (Sample) Volunteer Job Description Form
- 9-B** (Sample) Vista Job Descriptions
- 10-L** (Sample) Executive Director Job Description
- 10-M** (Sample) Construction Supervisor Job Description
- 10-N** (Sample) Program Coordinator/Office Manager Job Description

Volunteers and Staff

Recruitment and follow-through of Habitat personnel are only the first steps in an on-going process. Both volunteers and staff need to receive training, direction appreciation, compensation, and encouragement to grow and develop both personally and vocationally.

Volunteer Utilization and Appreciation

A good affiliate is one whose leaders instill into each person the understanding that every member of the organization is valuable and that everyone's time and efforts are sacred gifts that are to be appreciated. Good volunteers are a true gift and successful affiliates use them wisely and well. A good leader does not do it all but equips his or her followers with the resources needed to complete the mission of the affiliate. A good leader thus seeks to support, not to control.

Style of Leadership

Quality utilization and appreciation of volunteers starts with the board chairperson. The style of leadership—servant-like and professional—exhibited by the chairperson should be emulated by committee chairpersons, committee members, and staff persons (if any). The chairperson should lead out of relationship, not coercion. He or she should know, understand, and have healthy relationships with the committee chairs, who in turn, should model the same kind of leadership and encourage the same kind of relationships among committee members and helpers. Out of these strong relationships comes the ministry of the affiliate.

Supervision

After volunteers have been recruited and placed in their desired areas of work, the leader should trust people to do the job after clearly describing the task and a time frame for completion. A good leader should also give volunteers the freedom to get the work done. With this freedom comes responsibility. The leader should follow up and should hold the workers accountable for completing assigned tasks. If workers do not finish the jobs they have been asked to do, the leader should not take on these tasks except in emergency situations. A leader who does this builds a dependency cycle that is hard to break. Thus, a review of performance, even of volunteers, is appropriate and necessary. Habitat is a ministry which fosters personal growth which can only occur when there is discussion of ideas and performance.

Conflict

As difficulties arise, the leader should confront the problems, not people. He or she should also handle problems promptly, for they will not just go away. As a Christian organization, Habitat affiliates should use Christian ideals and methods for resolving disputes.

To diminish the negative consequences of conflict, a good leader sets the climate where all parties are free to verbalize their feelings. A good leader also models humility and giving more than taking. The most effective thing that a leader can do to minimize conflict and avoid personality disputes is to keep everyone focused.

The Business Plan

The best way to keep volunteers centered is to establish a business plan and to work according to that plan. Yearly, each committee should develop its own strategy according to the long- and short-range goals of the affiliate. The work of all the committees is then compiled to create the affiliate business plan. This plan should be evaluated monthly at board and committee meetings with a final, more extensive evaluation to be done at an annual board retreat. A long-range plan can provide additional focus for volunteers. See Appendix 2-F, (Sample) Business Plan, and Appendix 8-A, (Sample) Long-range Plan.

Spiritual Grounding

Once everyone is focused, the next important task is to ground each person in the spiritual power implicit in the Habitat organization. We are a business; however, we are a Christian business, and we should be very intentional about being so. Leaders should celebrate this fact and accentuate it as the group goes about its work. Each workday and each meeting should begin with prayer. As we pray together, we tap into the miracle-working fuel that drives this life-giving ministry.

Prayers are not enough, however. Periodically, the president should call upon group members to set aside hammers and business plans and should organize an evening of worship. To call upon God collectively and to worship God will energize volunteers like nothing else. This service can be coupled with a dinner and awards ceremony to recognize volunteers and enhance fellowship. See Appendix 10-F, (Sample) Volunteer Recognition Service.

Communication

Another critical factor in utilizing volunteers well is keeping them informed about the activities of the organization. Each volunteer should have a copy of the business plan for the affiliate and should receive the affiliate's newsletter. Each volunteer member should also receive HFH International's bimonthly newspaper, *Habitat World*.

In addition, board members should receive The Affiliate Update, a newsletter put out by HFH International which is geared specifically for those serving in board positions. Board members should also receive any materials sent out by the regional office. In order to be sure that new board members are included in these mailings, revised Board of Directors address lists should be sent to Habitat headquarters and to the regional center office after new members are elected.

Besides mailing out formal newsletters to all supporters, some affiliates mail a more informal, more personal newsletter to their volunteers. This newsletter can be an effective vehicle to "warm up" the affiliate. Providing direct information about events happening in the lives of volunteers, as well as in the life of the affiliate, this information conveys to volunteers that they are important and helps build up a team spirit. See Appendix 11-L, (Sample) In-house Newsletter.

While newsletters are essential to keeping volunteers informed/connected, nothing beats one-on-one conversation. The president should talk regularly with each committee chair. Additionally, committee chairpersons should have regular conversations with the people in their work area. Having occasional meetings over dinner or breakfast and scheduling other social events can also help everyone feel connected.

Orientation

After volunteers say “yes” to particular jobs, the appropriate leaders must make sure that the volunteers understand the philosophy and workings of Habitat and the tasks of their areas of responsibility. Volunteers step forward year round. As soon as they agree to help, work leaders should contact them and orient them to their assignment. Efforts made to inform, connect, focus, and motivate volunteers will be in vain if individuals do not receive adequate orientation and training for their tasks.

Committee chairs should give volunteers a copy of the business plan for the affiliate and should go over the document, highlighting information pertaining to the specific project they agree to do. Construction and office managers should familiarize volunteers with the work environment, explain the duties specifically, and equip the volunteers with the tools needed to do the job. **Leaders should also review with volunteers the appropriate section or sections of the *Affiliate Operations Manual*.**

As part of their orientation, all volunteers need to be told of Habitat’s “theology of the hammer.” All workers must understand that Habitat is inclusive and is made up of a very diverse group of people who agree to put aside their various agendas and differences so that Habitat as a whole can help families in need.

This informal type of orientation is very effective, because it is very personal. It may be supplemented, however, by a more formal orientation. Many affiliates choose to have some kind of orientation meeting for new volunteers throughout the year. At these meetings leaders report on their work and detail their needs. The group then divides according to work assignments, and each leader presents the orientation materials. This formal orientation meeting can be expanded into a “fellowship event” for the affiliate by inviting all volunteers and by having it in connection with a potluck supper.

Training

Both the formal and informal orientations are effective, but some volunteer tasks require training. Family nurturers, for example, need careful training. Construction training and safety training are essential as well. These committees should have trainers who can help newcomers get started properly. Obviously, the people best qualified to be trainers are those who have successfully performed the task at hand and those who have good interpersonal skills. This training should be performed on an ongoing basis, as families are selected and as homes are built. See “Sponsor/Advocate/Friend Training” and “Educational Opportunities” in Chapter 6, Volume 4. See Appendix 6-B, (Sample) Nurturer’s Training Manual and Appendix 6-F, (Sample) Materials for Educational Classes, Volume 4. See Appendix 5-C, (Sample) Information To Be Covered With New Volunteers and Appendix 7-A, (Sample) Safety Policy, Volume 5.

Continuing Education

All volunteers need ongoing training or continuing education. Persons can take advantage of local workshops from area institutions, and affiliates can consult with their regional directors to tailor the region’s training program to meet their needs. Leadership should encourage volunteers to attend workshops at regional/state-wide meetings and affiliate training sessions. Leaders can help by setting an example in attending such events themselves. Enthusiastic attendees should be encouraged to share their experiences and information.

Volunteer Appreciation

Volunteers feel that their efforts are valued when they are focused and when they experience the life-giving spirit of the affiliate. Therefore, leaders must constantly work to make volunteers feel appreciated. The best way to accomplish this is to implement the ideas described in this portion of the manual for effectively utilizing volunteers.

In addition, leaders must also remember to offer direct words of appreciation to workers. They should say thank you often and sincerely. Words and notes of thanks go a long way. Many affiliates take this further and set aside at least one night a year to give out awards and to formally show appreciation to volunteers. At these gatherings many awards can be given, or your group may choose to make a single recognition, like naming a “volunteer of the year.” Either or both are effective. *See Appendix 10-F, (Sample) Volunteer Recognition Service.*

Words of appreciation can also be printed in newsletters and spoken at meetings. It is good for each newsletter edition to have a volunteer spotlight.

Another good way to show appreciation for volunteers is to nominate them for local community awards. Receiving such awards builds esteem for the volunteer and creates additional awareness about Habitat in the community.

Burnout

Any discussion of volunteer utilization and appreciation would be incomplete without addressing the issue of burnout. People will burn out in the best of affiliates. However, those affiliates that are professional, focused, and grounded, and those that orient, train, and maintain strong relationships among leaders and followers have far fewer burnout problems.

Though maintaining a good quality affiliate is the best preventive measure to avoid burnout, it is important to realize that each volunteer is an individual who gets drained and refueled by different things. Leaders must encourage workers to know themselves and their boundaries and to take care of themselves. Having set terms of service established for all volunteers also helps in burnout prevention. This practice gives permission for volunteers to take breaks and then plug back in after a respite.

Allowing volunteers to switch to another committee after a period or changing jobs at the construction site now and then can also help.

The board chairperson is the leader of the affiliate. He or she should exemplify servant leadership and is responsible for orienting, training, focusing, grounding, informing, and thanking all committee chairpersons and board members. Each committee chairperson is responsible for modeling servant leadership and is responsible for orienting, training, focusing, grounding, informing, and thanking all committee members and workers who contribute to his or her area of responsibility.

Each affiliate should have a working business plan to focus volunteers. This plan should be evaluated monthly at board and committee meetings and annually at a board retreat. Dinners and worship services that also formally recognize volunteers should be organized to help build a team spirit. In-house newsletters build morale and provide ongoing personal communication between committee chairs and members.

All volunteers need some form of orientation, and some tasks require training.

Stipend-supported Volunteers

An increasing number of projects need individuals who will give full-time service to Habitat as construction supervisors, project directors, volunteer coordinators, and in other arenas as Habitat grows and expands its ministry.

Stipend-supported volunteers are those individuals—usually from other areas of the country—who come to give full-time, 40-hours-per-week service to the ministry of Habitat. These volunteers are found through

local advertising, denominational and ecumenical volunteer placement agencies, and through networking with the Human Resources Department in Americus, GA.

As you consider the possibility of searching for long-term, stipend-supported volunteers, it may be helpful for you to consider what these individuals can bring to your work and what this individual may need.

The volunteer brings:

1. A willingness to work 40 hours per week—full time—for the ministry of Habitat in your location
2. Particular skills—in construction or in project administration—needed by your project
3. A commitment to the vision of Habitat which calls forth the giving of his or her life in special Christian service for an extended length of time
4. New ideas and a fresh outlook in regards to your project

The volunteer needs:

1. Room and board
2. Meaningful work and supervision
3. Fellowship opportunities
4. Support as he or she becomes a part of your affiliate and your community

While volunteers will not expect a salary, they will have basic needs which need to be met such as housing and food support. For a single volunteer, a room in a home might be adequate. Some individuals who volunteer have a recreational vehicle or trailer and only need hookup and dumping facilities. Other projects may be able to supply an efficiency apartment or a combination mobile home/project office situation.

The amount needed for food stipends will vary from area to area, depending on costs and on the number of volunteers sharing housing and cooking responsibilities. Some volunteers may need housing, but are able to raise their own financial support for food. When there are people sharing cooking responsibilities and stocking of food stuffs, a smaller food stipend is needed than when the volunteer being supported is living alone.

Your local committee/board will most likely want to consider the responsibility level of the volunteer. Consideration for those in supervisory positions or with administrative decision-making responsibilities might differ. All of this is negotiable between the volunteer and your local committee.

The volunteer comes expecting to work eight hours a day on construction and/or administrative and operational tasks. These other tasks could well include public relations, fund raising, clerical work, or purchasing. The work is their ministry and volunteers come wanting to be involved in the outreach and mission that is Habitat for Humanity.

Detailed and specific job descriptions are very important as you make plans to recruit and invite a stipend-supported, long-term volunteer. Your local committee should consider developing a job description and a method of performance review for these full-time positions—whether you are seeking a local volunteer or one who will need basic support such as housing and food.

Fellowship is defined as that element of involvement which nurtures the individual's personal and spiritual growth and provides a meaningful experience overall. Habitat is more than "work"—it is being a partner in ministry. Opportunities for sharing life beyond the work site would therefore be an important element to consider when providing for long-term, full-time volunteers. The volunteer has a right to expect to experience the fullness of what it can mean to be brother or sister in the family of God through

Jesus Christ. This could happen not only through a congregation's willingness to "adopt" the volunteer(s) into their church family, but also through involvement on a personal level with local committee members and homeowners and their families.

When your affiliate utilizes a volunteer from outside your local community, the volunteer needs to be supported as he or she becomes a part of your community. You should help the volunteer to feel welcome and to understand your community. Each community has its own culture and traditions which make it unique. A volunteer's experience will be enhanced if he or she knows more about the community ahead of time.

Developing clear, basic guidelines (perhaps through a covenant) indicating "we will be responsible for providing . . . 'and' the volunteer will be expected to . . ." are essential in the recruiting and supervision of the volunteer.

Expectations:

- Skills needed by the project/skills brought by the volunteer and ways to review and enhance the volunteer's growth on the project
- Time expectations, including the amount of time a volunteer has to give and the period of service desired by the project
- Will the volunteer be expected to have a car, or is transportation provided; is mileage reimbursed? Is transportation to and from your project provided at the beginning and end of the period of service?
- Conduct expected while the volunteer is serving Habitat

While this process may seem to entail a great deal of work for local committees at the outset, as your project grows and more and more demands are made upon your local volunteers, you may find a great benefit in considering stipend-supported, long-term, full-time volunteers.

One final warning—such a volunteer comes to JOIN in partnership, not to take on other individuals' responsibilities so everyone else can "take a break." Such a volunteer can become a wonderful tool for coordinating the efforts of others and can be a contributing member of the family of Habitat. You will find a great blessing in the coming of a long-term volunteer as he/she brings a deep level of commitment, a willingness to be in service and ministry full-time and a strengthening of your entire ministry.

Personal Needs

If you want my loyalty, interests, and best efforts, remember that . . .

1. I need a **sense of belonging**, a feeling that I am honestly needed for my total self, not just for my hands, or because I take orders well.
2. I need to have a sense of sharing and participating in planning our mutual objectives. My need will be satisfied only when I feel that my ideas have had a fair hearing.
3. I need to feel that the mutual goals and objectives arrived at are within reach and make sense to me.
4. I need to feel that what I am doing has real purpose or contributes to human welfare—that its value extends even beyond my personal gain, or hours.

5. I need to share in making the rules by which, together, we shall live and work toward our goals.
6. I need to know in some clear detail just what is expected of me—not only my detailed task but where I have the opportunity and responsibility to make personal and final decisions.
7. I need to have some responsibilities that challenge, that are within the range of my abilities and interests, that contribute toward reaching my assigned goals, and that cover all goals.
8. I need to see that progress is being made toward the goals we have agreed to and mutually set.
9. I need to be kept informed. What I am not up on, I may be down on. (Keeping me informed is one way to give me status as an individual.)
10. I need to have confidence in my superiors—confidence based upon assurance of consistent fair treatment, or recognition when it is due, and trust that loyalty will bring increased security.

In brief, it really does not matter how much sense my part in this Habitat affiliate makes to you—I must feel that the whole deal makes sense to me.

Staff

In order to maintain continuity of skilled personnel in key positions, the affiliate may budget for certain key staff to receive a set amount of monetary compensation. The following discussion relates to key staff positions.

Affiliate Executive Director

The affiliate board should consider a number of issues when it prepares to hire a staff director for the affiliate.

1. Scope of Responsibility and Title

Probably the most important issue and perhaps the most difficult issue to address since it directly affects the responsibility and role of the Board of Directors and will have a large overall impact on the nature of the affiliate is the scope of responsibility and titles. The issue is also a sensitive one involving issues of control and personalities. Clarity as to the scope of authority is important from an organizational, as well as a legal perspective. This person will have the authority to legally bind the affiliate.

Affiliates have used a number of titles other than executive director for their head staff person. Some of these are Project Director, Affiliate Manager, Director, Administrative Director, Administrative Coordinator, or various combinations of the above. In this case, a name is not just a name, but instead should communicate the basic nature of the job and the scope of responsibility and authority that the employee will have.

The key words are: 1) “executive,” which communicates a large degree of power, the ability to make some decisions, and a broad scope of responsibility; 2) “manager” also indicates a broad scope of responsibility, but without the executive power; 3) “administrative” limits the scope of responsibility but may still leave much room for initiative on the part of the employee; and 4) “coordinator” is probably the weakest of all of the terms with the

implication that the employee can only coordinate what has been put in place by the Board of Directors. Each board obviously will have to make its own decisions as to what it thinks is best.

2. When to Hire an Executive Director

Following are several considerations in favor of going with a staff position that give considerable responsibility and executive power to the head staff person:

- a. The purposes of Habitat are best served by having a “strong” staff and Board of Directors. Some groups start out with the assumption that a strong staff will take responsibility away from the board as though there is only a limited amount of work to pass around. In carrying out Habitat’s mission, there is an unlimited amount of work and plenty of responsibility to pass around. Usually the greatest problem is to overcome inertia. If an executive director approaches the job right and the board is responsive, the energy of each will engender energy in the other. The board, however, has the ultimate responsibility for the affiliate and cannot delegate or abdicate this responsibility.
- b. Some boards want to limit the scope of responsibility of the executive director by excluding areas that particular individual board members themselves do well and want to do. A couple of examples might be, that if a particular board member is good at fund raising or another at providing coordination among the committees, they may try to limit the role of the executive director and even seek candidates that do not have skills in these areas. This approach is probably a mistake since the executive director will often outlast board members. In addition, most board members can only commit a portion of their time while an executive director commits full time to the affiliate. An increasing number of affiliates use a forced rotation system for boards, which means that each individual board member will eventually be replaced. On the other hand, no affiliate, to our knowledge, has a forced retirement for paid staff. Quite to the contrary, affiliates should work to keep their good staff people. Therefore, it makes sense that an affiliate, in hiring an executive director, should look for the skills that it needs to keep the organization running and growing over the long term.
- c. When a Habitat affiliate begins to find success in its community, opportunities constantly present themselves, many of which are lost if they can not be acted upon immediately. It is advantageous to an affiliate to have a full-time person with a sense of responsibility for the total life of the organization who can respond quickly to opportunities and crises. At the same time there are effective ways to limit the power of this individual so that the organization does not become enmeshed with his or her identity.

Of course, some affiliates have very effectively and efficiently taken one of the other routes of defining its head staff position in a more limited manner. The following discussion of other issues and the model job description, however, are proposed with the position of an executive director in mind. See Appendix 10-L, *(Sample) Executive Director Job Description*.

3. Compensation

Habitat for Humanity is not the first nonprofit that has faced the dilemma of wanting to pay its staff adequately and yet wanting to hold overhead costs down. As affiliates mature and become more productive, they will need to accept that paid staff will become necessary to

sustain the program. In fact, it is important that an urban area affiliate hire staff in the very early stages of its organizational development.

Affiliates should not think that because they are a nonprofit they can get by with someone who has substandard skills. A good affiliate executive director needs to be highly skilled with a broad range of experience even if the organization is a small one. There may be some good reasons why an affiliate can pay a “below market” salary to an executive director, but it is not because of the caliber of person for which they are looking.

Most people with management and administrative skills who go to work for community-based, nonprofit organizations know that they are not going to be able to make as much as they would be able to make in the for-profit world. This factor is even greater in a Christian organization like Habitat for Humanity that expects commitment and sacrifice from all of its supporters. Part of the compensation in the position of affiliate executive director is in the fulfillment and enjoyment that the position provides.

At the same time Habitat for Humanity employees need to be able to make an adequate living. A job well done should provide the means for life. There are many factors to consider in compensation. A starting place would be to look at what other affiliates in your region are paying their executive directors. Your regional director should be able to provide some guidance. In addition, determine what other similar nonprofit organizations are paying for comparable positions.

4. Hours

A typical work week should be forty hours. The problem with a good executive director will be limiting hours and preventing burnout rather than finding enough work for him or her to do. Good executive directors tend to be workaholics. Rather than glorifying workaholicism, which our society tends to do, an affiliate Board of Directors should see this as a serious potential problem and work with the executive director in an effort to try to prevent it.

Workaholicism in the short run may provide great benefits to the affiliate, but over the long run will lead to loss of productivity through increased individual and organizational stress and turnover of staff members. There are several ways that affiliate boards can work with their executive directors to prevent these problems.

- a. Do not ask the executive director to do a task that you can do. Conversely, a good executive director will never do a task that he or she could get a volunteer to do.
- b. Establish a personnel policy that includes compensatory time and vacation time. If an executive director loses control of his or her time, the board’s Human Resources or Personnel Committee should sit down and help evaluate the use of time and how it can be restructured.
- c. Consider how you can provide a three-month sabbatical for him or her at the five-year mark (good for avoiding burnout). The loss to the organization of this time will pale in comparison to the loss of the employee and the costs of bringing a new person into the organization and training that person.
- d. Encourage the executive director to have a life outside of Habitat. Remember that Habitat is something that fills in and rounds out life for you outside of your employment. An affiliate executive director, with all of the responsibility that he or she carries, needs something meaningful in life other than Habitat.

5. Major Areas of Responsibility

- a. **Board Development—Recruitment and Training.** The executive director is integral to board development. The primary focus of the executive director and the board should be to develop that part of the organization that will run the program. If the executive director focuses solely on running the program and the board falls into disrepair, then the staff is left with a crisis of having to keep the program running and rebuilding the infrastructure of the organization. The executive director should not “control” the board, but should be actively recruiting potential board members, making nominations to the board Nominating Committee, training board members, and helping to deploy them at the most advantageous position in the organization.
- b. **Fund Raising.** Fund raising is the principal responsibility of the Board of Directors. The executive director should assist the board in implementing its development strategy. Many large affiliates have or are considering the addition of full-time development directors. While this person is responsible for developing funding opportunities for the affiliate, the executive director should be ultimately responsible for supervising and coordinating his or her activities.
- c. **Overall Coordination and General Administration.** The executive director will serve as the primary communication link among the various board committees and other staff and volunteers. To some degree the executive director should be involved in the business of all of the committees. He or she, along with the chairperson of the board, needs to make sure that the whole organization is running smoothly. To the extent the executive director supervises other employees or volunteers, the executive director should regularly review and assess the performances of these people.

6. Performance Review

Habitat is an opportunity for personal and spiritual growth. The board, through a designated person or committee, should review or assess the performance of the executive director. This review or assessment should be based upon the general job description of the executive director and specific criteria agreed to or set forth prior to the review. Remember it is important that the criteria are known prior to the review so that the executive director can guide his or her conduct in light of the criteria.

The president or chairperson should participate in the review, but should not perform it. The chairperson and the executive director work very closely together and, therefore, can lose perspective on broader issues. The executive director is hired by the board and, thus, is responsible to the entire board. An important component of the assessment is the relationship between the chairperson and the executive director which requires input from many people.

An important part of any performance review is constructive comments which will improve everyone’s performance. Thus, the board should solicit from the executive director suggestions and comments of how the board can improve its performance or its relationship with the executive director.

While there should be a regular and formal review or assessment, informal reviews should occur each day.

Construction Supervisor

The construction supervisor, sometimes called manager or coordinator, oversees the actual construction process. He or she manages the on-site supervisors and coordinates the activities of subcontractors, sponsors, and the work of volunteers. He or she also is responsible for coordination of materials necessary in the construction of all assigned units.

This person must have a good working knowledge of all facets of construction and an ability to work well with people who will often seem to be getting in each other's way.

This position may be salaried or volunteer and should report to the executive director. See Appendix 10-M, (Sample) Construction Supervisor Job Description. See also "Construction," Volume 5.

Project Director

Not all affiliates will have the need for a construction manager. Some will use a project director, (sometimes called manager or coordinator) which is also known as the construction supervisor. See above description.

The role of the project director is assigned to an individual who will carry out and be responsible for seeing to the completion of the work of all the trades or, in some cases, just a specified portion of the project.

This position may be salaried or volunteer and should report to the construction supervisor. See Volume 5, Construction.

Program Coordinator/Office Manager

The Program Coordinator, sometimes called Office Manager, is responsible for providing support to the Family Selection and Family Nurture Committees, coordinating new volunteers, and managing the office. The program coordinator should report to the executive director.

This person is also responsible for assisting the executive director and Family Selection Committee in selecting families for home ownership and for assisting in nurturing the selected families. See Appendix 10-N, (Sample) Program Coordinator/Office Manager Job Description.

Related Appendixes

- 10-A (Sample) Affiliate Calendar
- 10-B (Sample) Affiliate Request for Volunteer
- 10-C (Sample) Volunteer Assignment
- 10-D (Sample) Recognition is Good Program Management
- 10-E (Sample) How and Why Recognition Should be Given
- 10-F (Sample) Volunteer Recognition Service
- 10-G (Sample) Recognition Plan
- 10-H (Sample) Volunteer Motivation and Recognition
- 10-I (Sample) Volunteer Orientation Evaluation
- 10-J (Sample) Volunteer Feedback Form
- 10-K (Sample) Nomination Form
- 10-L (Sample) Executive Director Job Description
- 10-M (Sample) Construction Supervisor Job Description
- 10-N (Sample) Program Coordinator/Office Manager Job Description
- 11-L (Sample) In-House Newsletter/Work Camps

Work Camps

Work camps come from several sources. They will learn about your affiliate project from speakers giving the Habitat story, through the Americus office, regional centers, other affiliates, and from your own literature. If they ask about your affiliate through the Americus office or another affiliate, the name of your affiliate's contact person will be given to them. HFH Campus chapters are a great source for work camps. The Campus Chapters department in Americus organizes a yearly spring break "Collegiate Challenge" for the benefit of a number of campus chapters and affiliates.

Work camps are usually short-term (one to two weeks) and they come in groups, generally from a different part of the country. They are sponsored by church youth programs, colleges, Christian volunteer groups, or an individual who has a group of friends that just want to help out. They are supporters of Habitat in a general way before they come—they are avid supporters after spending a good week with you. They will want to build and will want to study and learn. They will benefit just by getting to know you.

Advantages of Work Camps

A number of affiliates have difficulty in finding enough work for their local volunteers and therefore are very hesitant to schedule outside work camps. For some, though, work camps are their bread and butter; they not only get a great percentage of their labor from work camps but also a large measure of their funding.

In addition to funds and labor, work camps can accomplish several other things. Work camps can often provide an occasion for a newspaper or TV story. Also, most affiliates find that hosting a group provides a morale boost and blessing for the affiliate. Another significant, although less visible, benefit is that work campers, upon their return home, often end up getting involved in their local affiliate or helping to start an affiliate if one does not already exist.

Fund Raising by Work Camps

Remind work camps that they will be spending a lot of Habitat money for building supplies while they are with you. Work camps should be encouraged to raise funds to support the affiliate hosting them. Don't be embarrassed about asking work camps to provide funds to help the affiliate with its work. Challenge or even require them to bring a contribution to your project. Tell them what a roof or a foundation would cost. They are often delighted to bring extra funds. One suggestion is that they bring as much money for the project as it takes for them to make the trip. Some affiliates feel it is best to establish a specific policy

(e.g., \$25 per worker, \$100 per worker, and then if need be, make exceptions). They will feel more a part of your project if they work to raise funds before they come and then see how the funds are spent at your project.

Practical Ideas For Work Camps

Work camps bring many helpful resources with them, yet the affiliate must plan carefully and schedule wisely in order to effectively utilize the work camp and enhance its building program. Several helpful suggestions follow:

Referring Work Camp Requests

The Americus office and the regional centers receive many inquiries from both college and church groups who wish to work for a week or two as a work camp at a Habitat project. If your affiliate is willing and able to receive work camps, please notify the Human Resources Department by sending a completed "Affiliate Work Camp Questionnaire." See *Appendix 11-A*.

A list is compiled from the "Affiliate Work Camp Questionnaires" received by the affiliate placement coordinator. A Work Camp Opportunities listing is sent to all groups requesting work camp information with Habitat. It is our hope that the Americus office, the regional center, and the affiliate can mutually support one another as we attempt to involve both long- and short-term volunteers in this exciting ministry of building homes with God's people in need.

Scheduling Work Camps

Scheduling work camps is difficult when your affiliate does not have a steady construction program. One reason that a number of affiliates have a steady construction program is because they regularly schedule work camps which help provide resources and also drive the need for resource development. Groups that depend heavily on work camps will often have all of their work camps for the whole year scheduled very early in the year. A number of church groups and youth organizations will begin to make plans for spring break in the winter and plans for the summer in the spring.

Planning for Work Camps

When you talk with the work camp leadership, determine the number of participants that can be accommodated, taking into consideration: (1) the size of the facilities, (2) the amount and type of work to be done during the time the work camp is scheduled, and (3) the number of skilled and unskilled workers in the group. You will be responsible for all of the planning with the work camp. See *Appendix 11-M, (Sample) Work Camp Schedule*.

Work camps should be responsible for all their own costs, including transportation, food, and medical expenses (if any). If special provisions are needed, the group should donate toward these as well as utility bills, so that Habitat's house-building funds will not have to be used.

Many work camps will be high school youth groups. Adult sponsors should be required. Some affiliates will require a sponsor for every six youths. Others will require one for up to every ten youths. Require the group leader to make sure that each youth member of a work camp has a medical permission slip signed by parent or guardian, authorizing emergency treatment at a clinic or hospital if this should become necessary. This paper should include medical insurance numbers and coverage. This slip is the responsibility of the group leader who brings the work camp. See "Legal Issues," *Volume 2*. See also *Appendix 5-B, for a sample form*.

Preparing for Work Camp Volunteers

Work camps can be a burden for the host affiliate, but they should not be. It is a privilege for all of us to be able to work with the ministry of Habitat, including work campers. Work camps should be willing to organize themselves for the benefit of the ministry.

Habitat affiliates that sponsor work camps should establish some policies and expectations of the work camps. Since there are so many groups that are wanting Habitat work camp experiences, it is possible for affiliates to hold to reasonable expectations and still be able to schedule adequate numbers of work camps.

Once a date has been worked out between you and the group leader, make sure that they have literature about your project and about the whole Habitat ministry. The group leader will be the interpreter of the Habitat concept to the group before they come. They should read *Love in the Mortar Joints*, *No More Shacks*, or *The Excitement is Building*.

Also make sure the leader knows what accommodations you offer so that they can prepare the group to live in the conditions you have for them. Perhaps an information sheet could be developed to include everything from climate to bathroom facilities. See *Appendixes 11-B*, and *11-F* for samples. **Remember that in hosting a work camp you are helping to promote Habitat.** The work campers may be future leaders of other affiliates or financial supporters of your affiliate's work or of house building overseas. Be gracious and make them feel at home. Provide information about: worship services, recreational opportunities, and medical facilities.

Affiliates that are going to use work camps should develop a list of standard tools that are required from all work campers such as nail pouches, hammers, and tape measures. A list of tools needed for the specific job the work camp will be performing should be sent to them at least two weeks prior to the beginning of the work camp.

Knowing in advance what stage of construction they will be working on would be beneficial to the group. It can be a letdown for a group to envision raising walls and then spend a week with a paint brush. The most important thing for the work campers to understand about the work is the overall ministry of Habitat and that the work will be something they are capable of doing or capable of learning to do. Almost everyone loves to bang nails, but there are not always nails to be banged.

If the primary work of a work camp will be something that is particularly dirty such as demolition, or tedious such as ditch digging, it would be good to plan for some breaks during the week with other kinds of tasks.

Housing Work Camp Volunteers

Housing details are a part of a work camp's total learning experience. We discourage the use of hotel rooms. Most work camps know little about poverty, and nothing about it from experience. A plush place for them to stay will not help them catch the vision. If possible, the work camp members should all be housed in the same building or area. Churches, college dorms, and youth houses are commonly used by Habitat affiliates to house work camps. Work camps are well inspired and willing to endure cramped quarters, sleeping bags or cots, etc., for a week. The fellowship that develops within the group is a part of the value they gain from the experience.

The building should include some type of common meeting/eating room to facilitate group processes. A shower or two in the building or work camp area is important. Some affiliates have been able to solicit the donation of shower facilities from YMCAs or sports clubs. A telephone near their living quarters is very helpful. Laundry facilities would be an added plus since luggage room is often limited.

Most affiliates will require that work camps provide their own meals which means that the accommodations will need to have kitchen facilities. Some affiliates may want to provide lunch on the site for the workers; this can usually be arranged through donations from restaurants or church groups.

Work campers should be encouraged to constantly keep in mind the stewardship of their money, time, and talents. Eating at fancy restaurants, wasting food, destroying property—these kinds of behavior would be inappropriate. There should be a positive relationship between the lifestyles of the work camp participants and Habitat project workers.

Utilizing Skilled and Unskilled Labor

Some affiliates can make great use of work camps that have only unskilled volunteers. These groups will usually have a full-time construction supervisor who enjoys working with and teaching volunteers.

Most affiliates will find on-site supervision to be a problem area. An affiliate may be able to find skilled on-site supervision on a volunteer basis for weekend building, but all day, every day, weekday supervision may prove to be an insurmountable challenge. Each affiliate will need to decide if the expense of hiring local supervision for outside work camps is justified by the production of the work camps.

Many affiliates solve this problem by requiring work camps to bring a skilled house builder or trades person per a certain number of unskilled volunteers in the work camp. Even in this case, the affiliate still needs to have someone from the construction committee who will outline the work to be done by the work camp and will check in periodically to make sure that things are going well. Another way to solve the problem would be to have the work camp group pay any salaries or wages that are necessary for supervision that will be provided for them.

Goals for Work Camps

Work camp volunteers generally have three goals in mind when they approach the affiliate for work: 1) Occupation—they want useful, productive work to accomplish; 2) Education—they want to learn new skills and abilities; and 3) Inspiration—they want to experience partnership with God and others in exciting new ways.

Occupation

Work camps come to work. Members of work camps will do anything that needs doing from hammering nails to stuffing envelopes if they are convinced that it is worthwhile to do it. Youth groups are generally unskilled, but they are usually happy to do menial jobs that have purpose. Knowing why the job is necessary and important will give young volunteers a greater sense of co-working and partnership. Let them see the bigger picture.

Work camps should have clear objectives. This camp is a mission project, not a vacation. It is an expression of your love for Christ and your concern for his people in need. Groups should expect to work a full day, usually the same hours as other project workers. The group leader should negotiate with the local Habitat project director for extra time off for recreation, sightseeing, etc. Adult groups are generally more skilled. Many are happy to provide some of their own tools, and this practice is helpful. (Make sure that their tools are marked for identification.) Adult groups especially need meaningful construction work. In their minds, they envision walls being raised. They should be able to stretch their skills as much as possible.

Education

Do not assume that the work campers know all about Habitat. At least a few of them will probably know very little about how Habitat works. Schedule a time to give them an orientation about Habitat and the history of the local Habitat project. Show them one of the videos and be available for answering questions. Adequate time for tours through impoverished areas should be planned into the work camp schedule. Outside speakers from the community-in-need and from local churches and social justice organizations should be invited to speak to work camps.

One of the best teaching methods is experience. Work camps should be exposed to the local people. Families that are receiving or will receive a Habitat house should be given a chance to tell their story. The life and conditions of poor people become real to work camps when the people receiving houses are seen, heard, and touched.

The Habitat vision and purpose should be emphasized. The philosophy of Habitat should be explained. Each Habitat project represents an example of Christians working in partnership with the poor. Faith and stewardship should be emphasized as two vital elements for the success of a Habitat project. Also, the national and international work of Habitat should be explained. Integrating the work camp into the life and work of the local Habitat crew (i.e., devotion and prayer times, one on one, etc.) will be the greatest catalyst for growth and will help the work camp “catch the vision.”

It is important that the group have one specific “host” who can answer questions and take responsibility to see that the experience is reaching intended goals. Have plenty of literature for the work camp to take home with them. They will share it with others!

Inspiration

It is important to include a devotional time in your daily schedule. A short Bible study, along with a time to share the day’s experiences and pray together, can be the highlight of the workday. These times should be shared by both work campers and local Habitat workers. See sample schedule for the integration between perspiration, education, and inspiration.

A week at a Habitat project should produce people who will be “ambassadors for Habitat.” Work camps should be motivated to return home and “spread the Good News.” Perhaps members of the work camp will receive even more inspiration and decide to volunteer more of their time on a long-term basis. Remember, that each work camp represents a possible future Habitat project for their home town or area. With concrete information, a proven formula for making the idea work, practical ways of becoming involved, and sincere motivation, a work camp has the potential to become a part of the Habitat family in many ways. They can indeed become ambassadors for Habitat. Challenge them to do so.

Hosting Work Camps

The affiliate should invest the necessary time and effort to fully utilize the work camp and to enable all participants to fully utilize the work camp experience. The details listed below, if given the proper attention, will make the work camp a positive experience for everyone concerned: 1) for the work camp volunteers; 2) for the local community and/or affiliate of each work camp volunteer; 3) for the host affiliate and its various constituencies; and 4) for other affiliates that will also benefit from work camps both now and in the future.

Press Releases

Each work camp represents newsworthy people and events. The hometown newspapers of work camps should be informed by press releases. See *Volume 3, Resource Development, Public Relations Appendixes* for sample press release.

Evaluation

Work camps should evaluate their experience toward the end of their time. Evaluations can serve as great learning tools. It is best to have them write down the evaluations and leave them with you. A time of oral evaluation (reflection) may also be helpful. This time could be led by one of the group sponsors or by a Habitat representative. Suggested evaluation questions are: How am I different now than I was before I came to Habitat? What aspect of Habitat has made a difference to me? What are some suggestions for improvement? Copies of individual evaluations should be kept as part of a permanent work camp file because they can provide good material for speakers in their presentations about Habitat.

Follow-up

Work campers will be your friends for a long time. They will want to hear from you after they are gone. They want to know when the family moved into the house they helped build. They want to know some of the highlights of the dedication service. They want to know about people they met while they were with you. Be sure to sign them up for your mailing list and write them when something important happens that they should know about. Please make sure they are added to the mailing list for Habitat World. Habitat needs long-term friends. These relationships need to be cultivated and strengthened as time goes along. Follow up is very important!

Check List for Work Camps

Are We Ready?

Housing and Food

- Do we have adequate housing ready?
- Does the work camp know what to expect for housing?
- Do we have adequate arrangements for food?
- Does the work camp know what to expect about food preparation?

Occupation

- Do we have enough work that will fit the work campers' skills?
(Remember, 10-12 work campers on one house at one time is sufficient.)
- Are there other things to occupy work campers work time?
 - Landscaping
 - Stuffing envelopes with newsletters
 - Helping families move

Education

- Are there speakers in the area who can help the work campers understand the life of the poor?
- Is someone prepared to show the Habitat slide show and interpret Habitat in both the local and international programs?

Inspiration

- Is there some period of worship (perhaps morning or evening devotions) that the work campers can participate in?
- Can the work campers meet with recipients of Habitat houses for a potluck supper or some other event?

Related Appendixes

- 11-A (Sample) Affiliate Work Camps Questionnaire
- 11-B (Sample) Work Camp Handbook Table of Contents
- 11-C (Sample) Affiliate Work Camp Responsibilities
- 11-D (Sample) Work Camp Check List
- 11-E (Sample) Work Camp Cover Sheet
- 11-F (Sample) Affiliate Work Camp Information
- 11-G (Sample) Work Camp Host Church Facilities Survey
- 11-H (Sample) Work Camp Information for Host Churches
- 11-I (Sample) Work Camp Information Sheet
- 11-J (Sample) Work Camp Group Registration
- 11-K (Sample) Work Camp Evaluation Form
- 11-L (Sample) In-house Newsletter/Work Camps
- 11-M (Sample) Work Camp Schedule



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**Defining Habitat's
Ministry
Appendixes, Section I**

Mission, Purposes, Goals, and Methods of Habitat for Humanity International, Inc.

Mission

Habitat for Humanity works in partnership with God and people everywhere, from all walks of life, to develop communities with God's people in need by building and renovating houses so that there are decent houses in decent communities in which people can live and grow into all that God intended.

Purposes

The official purposes of Habitat for Humanity are to sponsor specific projects in habitat development globally, by constructing modest but adequate housing, and to associate with other organizations functioning with purposes consistent with those of Habitat, as stated in the Articles of Incorporation, to witness to the gospel of Jesus Christ throughout the world:

1. By working in cooperation with God's people in need to create a better habitat in which to live and work;
2. By working in cooperation with other agencies and groups which have a kindred purpose;
3. By exemplifying the gospel of Jesus Christ through loving acts and the spoken and written word;
4. By enabling an expanding number of persons from all walks of life to participate in this ministry;
5. By helping people to help themselves.

Guidelines for Implementing Habitat's Purposes

1. Believing that the work of Habitat for Humanity is inspired by the Holy Spirit, we understand that the purposes express the hope that others may be grasped and led in yet unforeseen ministries by the Holy Spirit.
2. Adequate housing as used in the purposes means housing and much more, and includes the total environment (e.g., economic development, compassionate relationships, health, energy development, etc.). To effect positive changes in the total environment, Habitat works in cooperation with other agencies which have expertise in those specific areas.
3. The term "in cooperation" as used in Habitat's stated purposes should be defined in terms of partnership:
 - a. Partnership implies the right of all parties to engage in vigorous negotiation and the development of mutually agreed-upon goals and procedures. The negotiation in partnership should occur with each project and will include such items as defining what adequate housing means in that particular project, who are God's needy, and what local entity will control the project.

- b. Partnership further implies that all project personnel—local people or expatriate volunteers—have a primary and equal relationship to the local committee in regard to all matters relating to that particular project. International partners have an additional fiduciary responsibility to the Board.
4. Habitat's position is one of responding to expressed needs of a people in a given area who are seeking a partner relationship with Habitat for Humanity. A primary concern in all matters is respect for persons, including their culture, visions, and dignity.
5. All Habitat projects must establish a Fund for Humanity, and financing of houses and other ventures must be given on a no-interest basis. Each Fund for Humanity will be funded through voluntary gifts (in cash and in kind), grants, and interest-free loans, from individuals, churches, other groups, and foundations. All repayments from houses or other Habitat-financed ventures will also be returned to the local Fund for Humanity. Finally, Habitat projects may operate enterprises which will generate funds for the local Fund for Humanity.

Goals

The ultimate goal of Habitat for Humanity is to eliminate poverty housing and homelessness from the face of the earth by constructing and building adequate and basic housing. Furthermore, all of our words and actions are for the ultimate purpose of putting shelter on the hearts and minds of people in such a powerful way that poverty housing and homelessness become socially, politically, and religiously unacceptable in our nations and world.

Methods

The goals will be accomplished by various means including prayer; by the ever growing number of local Habitat for Humanity projects and chapters throughout the world; by the sponsoring of special events which dramatize the need of shelter for all people; and by books, tapes, videos, movies, speeches, and other means of communication, all of which have the cumulative effect of making shelter a matter of conscience.

Habitat for Humanity brings people together to build and renovate houses by utilizing the "theology of the hammer." The affluent and the poor; high school students and the elderly; conservatives and liberals; Christians and non-Christians; and every racial, religious, and ethnic group can drive nails side by side to build houses with those who need a simple, decent place in which to live. We may differ on how to preach, or how the preacher ought to dress, or how to baptize, or how to take communion, or even what communion means. But we can all pick up a hammer and, sharing the love of Christ, we can build a house with a needy family.

Habitat also utilizes what has been termed the "economics of Jesus." This means that we use available resources, always thanking God for what we have and not complaining about what we do not have. We acknowledge the priceless worth of all human beings, and we seek to express God's love to all, regardless of economic station in life, religion, or race. We put "love in the mortar joints" of the houses we build which means that we build up people as we build houses by showing God's love abundantly with all we seek to serve. And, we add no profit and charge no interest on the houses we build or renovate, in obedience to the scripture which admonishes to "charge no interest when you lend to the poor."

Each member of the Board of Directors and of the senior management of Habitat for Humanity must have a strong faith commitment to Christ. While Habitat for Humanity is a Christian

organization, we welcome involvement and support of all people of good will, compassion, and love as long as they understand, support, and commit to the mission and purposes of Habitat for Humanity.

Habitat for Humanity seeks a good working relationship with and the support of all levels of government and governmental agencies. Habitat, however, does not seek and will not accept government funds for the construction of Habitat houses. We do accept and, indeed, aggressively seek gifts of land, houses, streets, sidewalks, services, and other in-kind support from governments. There are two key reasons for this policy.

First of all, Habitat is a “people to people” ministry, in the tradition of the Good Samaritan who did not try to get someone else or the government to help the person in need. He helped directly and personally. Habitat, therefore, seeks to be a prophetic movement by calling individuals, churches, and other private groups to respond compassionately and generously to the crying needs of those around them who require adequate shelter.

Second, as a Christian group, we want to maintain our independence from any governmental involvement which might restrict our ability to have dedication services or present Bibles to Habitat families. We want no governmental limitations on any person in Habitat for Humanity who shares their faith with anyone else. Habitat desires to be a broadly based movement of caring and loving, faith-filled people, churches and organizations, not dependent upon the government for our continued existence. We do, by our actions and our work, challenge the government to do what it can in conjunction with Habitat for Humanity and other non-profit groups to help alleviate the suffering of all those who have no decent and adequate place in which to live.

Habitat for Humanity especially seeks a partnership relationship with a growing host of churches through its Covenant Church Program. Habitat can be a vehicle for these churches to carry out the command of Christ to creatively “invite the stranger in,” providing a powerful testimony to their community. Providing shelter, in the name of Christ, is one ministry upon which a broad spectrum of churches can agree. Habitat for Humanity enables churches to do together what could never be done separately. Every house we build or renovate is a “sermon” manifesting and showing to the world the love of Christ. Someone has said that Habitat is “a new frontier in Christian missions.” Our slogan is, “a decent house in a decent community with God’s people in need.”

(Sample)

Organizational Steps for the Establishment of a Habitat For Humanity Affiliate

(Status Code: X = In Progress O = Completed)

Status	Completion Date	Proposed Steps
--------	--------------------	----------------

I. Evaluation of Potential for Development of Local Project

- | | | |
|-------|-------|--|
| _____ | _____ | 1. Inform your regional center of plans and obtain an application and the book <i>How To Start a Habitat for Humanity Affiliate</i> . |
| _____ | _____ | 2. Speak with as many people as possible on an informal basis. |
| _____ | _____ | 3. Get to know people in the target area to determine their needs, feelings, goals, etc. |
| _____ | _____ | 4. Have a few general meetings to discuss the project and Habitat's principles. |
| _____ | _____ | 5. Develop a list of interested persons and their areas of expertise. |
| _____ | _____ | 6. Invite a guest speaker from the regional center or from an existing affiliate. |
| _____ | _____ | 7. Familiarize potential participants with Habitat projects currently being carried out in other communities in the area. |
| _____ | _____ | 8. Have a meeting of interested persons to decide if a project is viable in terms of need, availability of property and financial support. |
| _____ | _____ | 9. Form a steering committee. |
| _____ | _____ | 10. Determine what geographical area the affiliate will cover. |
| _____ | _____ | 11. Participate in a Habitat work party. |
| _____ | _____ | 12. Begin soliciting the support of local churches. Formulate and initiate other fund-raising plans. |

II. Development of Resources for the Affiliate

- | | | |
|-------|-------|---|
| _____ | _____ | 1. Obtain a copy of <i>Business Operations</i> , Volume 2 of the <i>Affiliate Operations Manual</i> , and formulate a strategy for securing legal assistance. |
| _____ | _____ | 2. Review sample organizational documents. See "Legal Issues," Section III in <i>Business Operations</i> , Volume 2 of the <i>Affiliate Operations Manual</i> . |
| _____ | _____ | 3. Look for an accountant to serve among the professionals on either the Board of Directors or advisors who can assist in setting up the affiliate's financial records. |

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Status	Completion Date	Proposed Steps
_____	_____	4. Secure interdenominational church support.
_____	_____	5. Lay the groundwork for good rapport with the community through meetings with neighborhood groups, community boards and organizations and contact representatives of local government.
_____	_____	6. Cultivate positive media contact.

III. Development of Basic Organizational Structure

- _____ 1. The Steering Committee should select the initial Board of Directors. The board should reflect class, racial, and ecumenical diversity. Attempt to include professionals from construction-related, administrative, and service fields, such as law, accounting, business, public relations and social services.
- _____ 2. Decide on an official name for your local affiliate.
- _____ 3. Check this name with your regional center and write to Affiliate Department in Americus for permission to use name.*
- _____ 4. Designate one person as a registered agent for the affiliate which may need to be listed in the articles of incorporation.
- _____ 5. Establish a headquarters for the affiliate and address for incorporation which may need to be listed in the articles of incorporation.
- _____ 6. Prepare the articles of incorporation. Be sure language necessary for inclusion in Habitat's 501(c)(3) group exemption is included. Send to your regional center for review. The Americus office will review the articles prior to filing.
- _____ 7. File the articles of incorporation with the secretary of state.
- _____ 8. File the articles of incorporation with the county registrar. (Check with the affiliate's attorney to see if this applies in your state.)
- _____ 9. File for an employer identification number (Form SS-4).
- _____ 10. Prepare the bylaws.
- _____ 11. Call an organizational meeting to adopt the bylaws, etc.
- _____ 12. Open a bank account. Check all local banks to see if any will waive the service charges.
- _____ 13. File an application with the state for exemption from income tax.
- _____ 14. File an application with the state for exemption from sales/use taxes (if available).

**Prior to filing for incorporation, please submit a written request to HFH International headquarters in Americus, GA, with a copy to the regional center. In this request, please summarize the progress which the group has made and your plans for the immediate future. The director of U.S. projects in the HPW Department will give you a prompt written response and permission will be granted to use the name you select, provided the basic Habitat procedures have been followed.*

Status	Completion Date	Proposed Steps
--------	-----------------	----------------

IV. Affiliation Procedures

- | | | |
|-------|-------|--|
| _____ | _____ | 1. Establish committees.** |
| _____ | _____ | 2. Set up a book for keeping minutes and accurate records. Distribute the minutes prior to the next meeting. (Send a copy to the regional center.) |
| _____ | _____ | 3. Explore the spectrum of possibilities for land or rehabilitation acquisition and target an area for the project. |
| _____ | _____ | 4. Foster relationships between people from various parts of the community who do not usually communicate with one another. |
| _____ | _____ | 5. Fill out an application for affiliation; be sure to include input from all the committees. Submit it to the Board of Directors for revision and approval. Discuss the covenant. |
| _____ | _____ | 6. Submit the application to the regional center along with all the attachments. |
| _____ | _____ | 7. Arrange a meeting between regional center staff and the entire board to review the application and determine any changes or additions. |
| _____ | _____ | 8. Review the affiliate covenant with board and regional center staff; sign the covenant for inclusion with application. |

***Each committee chair should have a copy of the relevant material from the Affiliate Operations Manual.*

V. Development of Support for Local Project

(Should be ongoing from time group begins to meet regularly.)

- | | | |
|-------|-------|---|
| _____ | _____ | 1. Establish a board of advisors to support the Board of Directors. |
| _____ | _____ | 2. Develop a brochure which discusses your philosophy, goals and needs. |
| _____ | _____ | 3. Continue getting to know people in the target area—needs, feelings, goals, etc. |
| _____ | _____ | 4. Develop a mailing list of concerned individuals/organizations. |
| _____ | _____ | 5. Send periodic newsletters to the above mailing list. Make sure people receive Habitat's bimonthly newspaper <i>Habitat World</i> . |
| _____ | _____ | 6. Send a personal response to all contributors and inquiries. |
| _____ | _____ | 7. Send one or more members of the local affiliate to affiliate training. |
| _____ | _____ | 8. Encourage members, especially committee chair-persons, to attend the annual regional conference. |
| _____ | _____ | 9. Speak about HFH International whenever and wherever possible. |

Status	Completion Date	Proposed Steps
--------	--------------------	----------------

VI. Commencement of Activities

- _____ _____ 1. Develop the policy forms for home sales (deed, loan documents, etc.). See *“Legal Issues,” Volume 2 for sample forms.*
- _____ _____ 2. Solicit necessary funds and in-kind donations.
- _____ _____ 3. Acquire land for house construction or house for renovation.
- _____ _____ 4. Apply for any available grants or no-interest loans.
- _____ _____ 5. Do family selection.
- _____ _____ 6. Build (or renovate) houses.
- _____ _____ 7. Communicate key milestones to churches, civic groups and the media. Write newsletters to interested persons.
- _____ _____ 8. Reinforce current sources of support and develop new contacts.
- _____ _____ 9. Be sure the process for continued nurture and support of families is in place and working.
- _____ _____ 10. Follow-up with appropriate committees.
- _____ _____ 11. Use the support from the Board of Advisors by developing a structure for communication.

(Sample)

Prospective Affiliate Update

(Habitat Midwest, Chicago, IL)

Name of Prospective Affiliate: _____		
Contact Person: _____		
Address: _____		
City: _____	State: _____	Zip: _____
Telephone: Work: (_____) _____	Home: (_____) _____	

Please indicate which actions have been completed by your prospective affiliate and return this form to the Habitat Midwest regional center office.

1. Had a meeting of interested persons to decide if the project is viable.
2. Formed a steering committee.
3. Defined geographical area and chose name.
4. Wrote to the appropriate area director at Habitat for Humanity International and requested permission to use Habitat's name.
5. Began raising funds and public awareness.
6. Requested an application for affiliation from the regional center office.
7. Established an official address for incorporation.
8. Formed committees.
9. Prepared the articles of incorporation and made certain to include the requirements for inclusion in Habitat's group exemption under Section 501(c)(3) of the Internal Revenue Code. *See Appendix G in How to Start a Habitat for Humanity Affiliate. See Volume 2, Business Operations.*
10. Submitted the articles of incorporation to the director of U.S. projects at Habitat headquarters for approval **before filing**.
11. Filed the articles of incorporation with the necessary agencies.
12. Filed an IRS Form SS-4, Application for Employer Identification Number (available from local IRS office).
13. Began preparing the bylaws.
14. Sent a signed letter of authorization regarding group exemption under 501(c)(3). *See Appendix H in the book How to Start a Habitat for Humanity Affiliate and Volume 2, Business Operations of the AOM.*
15. Appointed a Nominating Committee for Board of Directors.

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16. Began developing a family selection application and criteria for selecting the families.
17. Selected a Board of Directors from those nominated. (The board should be composed of **at least** 12 dedicated persons, ethnically and denominationally representational of your community.)
18. Had the board elect officers.
19. Contacted the regional director regarding a deadline date for the submission of your application.
20. Referred to the affiliation check list and made sure all the information had been sent to the regional director.
21. Arranged a meeting with the regional director and reviewed the application.

(Sample)

Goals, Objectives, and Action Plans

(Houston HFH, TX)

Goal: To establish clearly defined responsibilities of the board, volunteers and staff.

Specific Objectives

1. Develop and communicate the organizational chart.

(_____ by _____)
 Name of person responsible deadline

2. Develop a statements of expectations for board member and committee responsibility.

(_____ by _____)
 Name of person responsible deadline

3. Create a vehicle for training committee chairmen and board members.

(_____ by _____)
 Name of person responsible deadline

4. Conduct an orientation for each board member, include a reference packet of information.

(_____ by _____)
 Name of person responsible deadline

Goal: To broaden the base of visible community support (volunteers and funds).

Specific Objective

1. To increase church sponsorship of individual homes by 50% in 1991.

(From _____ to _____)

Action Plan

1. Develop church liaisons to enhance church involvement.
2. Develop membership support levels, define sponsorship and sustaining giving programs.

(Sample)

Bylaws Check List

(Habitat Northeast, Acton, MA)

[Your bylaws should include the items below. The order is not important, but clarity of language is essential. See Appendix 6-C, (Sample) Bylaws of Habitat for Humanity of _____, Inc., Volume 2 for sample bylaws.]

Affiliate Name:

Statement of Purpose: (Can be the HFH preamble, but should at least embody basic principles and goals.)

Location of Operation:**Define Membership in the Corporation:****Board of Directors:**

Number	Election
Duties	Provision for classes and turn-over
Removal from office	Annual meetings
Special meetings	Notice of regular meetings
Quorum	Rights and responsibilities on voting
Compensation (no financial reimbursement)	

Officers:

- Number and titles
- Election
- Duties
- Delegation of duties
- Filling vacancies

Committees:

- Executive Committee:
 - Define composition, duties, and meeting schedule
- Identify by name:
 - Nominating, Site Selection, Construction, Family Selection, Family Nurture, Public Relations, and Fund-raising
- Provisions for ad hoc committees
- Responsibilities
- Accountability and representation on board

Fiscal Year: (should be calendar year)

Financial:

- Budget/annual audit
- Checks (two signatures for checks over \$250)
- Expenditures and ability to act on sale of stocks, etc. or real property

Amendment of Bylaws

(Sample)

General Personnel Policies

(HFH of Wake County, Raleigh, NC)

Work Hours

Habitat employees are expected to work from 8:00 a.m. until 5:00 p.m. Monday-Friday (except for construction staff who are expected to work from 8:00 a.m. until 5:00 p.m. Tuesday through Saturday). Employees working a full day will have one hour for lunch. Break periods are granted as needed by staff members but should not exceed 15 minutes twice a day. Circumstances may arise where work is required beyond the standard hours.

Holiday Schedule

Habitat for Humanity of Wake County will be closed for observance of the following holidays:

Good Friday (1/2 day)	Thanksgiving
Independence Day	Christmas Eve (1/2 day)
Labor Day	Christmas Day
Floating Holiday	New Year's Day

Vacation

Vacation time must be approved in advance by the executive director. All full-time employees are entitled to paid vacation as follows:

- After six months' anniversary date—five days
- After first year's anniversary date—ten days
- After fifth year's anniversary date—fifteen days

Vacation time accrues in full on January 1 of each calendar year in the amount of the days that the employee is eligible for on January 1. Should the employee become available for additional days in the calendar year, additional days will be accrued on the anniversary date.

A permanent employee who voluntarily leaves Habitat and gives at least two weeks notice shall be paid for any vacation time earned and not taken. Accrued vacation may not be taken within the last calendar month of employment without permission of the executive director.

Only five days of vacation may be carried over each year. All other unused vacation days will be forfeited unless otherwise stated by the executive director.

Salaries

The executive director will review each employee's salary annually. Salary recommendations will be contingent upon job performance, attitude, initiative, reliability, knowledge of work, quality and volume of work, attitude toward others, punctuality, and availability of funds. The executive director will make recommendations to the Finance and Administration Committee and the Board of Directors for salary increases. Salaries will be determined by vote of the Board of Directors.

Checks will be issued on the 15th and 30th of each month.

Fringe Benefits

Insurance. Group medical insurance as provided by the Board of Directors will be available to each permanent employee.

Retirement. A group retirement plan is provided by the Board of Directors and will be available to each full-time permanent salaried employee.

Resignation or Dismissal

It is a recognized courtesy and good employment practice for an employee to give a two-week notice to the executive director prior to the voluntary termination of employment. Such a notice, unless extreme circumstances prevail, is expected by Habitat. An employee not giving such notice will forfeit payment for unused vacation pay.

An employee may be dismissed by the executive director for justifiable reasons and may be asked to leave Habitat immediately. In such circumstances, two weeks severance pay plus accrued vacation pay will be granted for hourly employees and one-month severance pay plus accrued vacation pay for salaried employees.

Sick Leave

All full-time employees with a minimum six months' seniority are eligible for up to ten paid "sick days" per year. A doctor's certification may be required by the executive director. Unused sick days may not be carried forward into the next year. When sickness occurs, the affected employee is requested to report to the executive director promptly. Any further leave with salary is at the discretion of the executive director.

Grievance Procedure/Right of Appeal

Each employee or applicant for employment has the right to appeal to the executive director for any legitimate grievance initiating from a decision or directive affecting that person. If an employee, group of employees, or applicant for employment wishes recognition for a grievance, the following procedure will be utilized:

1. The grievance shall be filed, in writing, with the executive director setting forth the acts complained of and sufficient information concerning the grounds for the grievance to allow a decision to be made.
2. The executive director shall respond to the aggrieved employee or applicant, in writing, within five (5) days following receipt of the grievance.
3. If a settlement is made, a report descriptive of the grievance and any action taken will be made by the executive director and placed on file.
4. If the employee or applicant wishes to appeal from the decision of the executive director, the appeal shall be directed to the president. Within ten (10) days after receipt of the executive director's decision, the employee or applicant shall file a written notice of appeal with the executive director and may attach a copy of the original grievance and the decision of the executive director to the appeal. This appeal, together with the original grievance and the executive director's decision, shall be forwarded to the president by the executive director within three (3) working days.
5. The president shall review the grievance, the decision of the executive director, and in his/her discretion may discuss the matter with both parties either individually or together.

Thereafter, the president shall submit his or her decision concerning the appeal to the executive director in writing within fifteen (15) days and this written decision shall be delivered to the employee or applicant on the same working day it is received by the executive director.

6. If the aggrieved employee or applicant wishes to appeal the decision of the president, written notice of this appeal, together with copies of the original grievance, the decision of the executive director, and the decision of the president shall be delivered to the executive director within ten (10) days. The appeal from the decision of the president is to the full board and shall be considered at the next board meeting. At that time, the aggrieved employee or applicant shall have the right to make a personal appearance before the board. The decision of the full board shall be delivered in writing to the executive director within five (5) days following the board meeting and shall be delivered by the executive director to the aggrieved employee or applicant within three (3) days after receipt by the executive director. The decision of the Board of Directors shall be final regarding any grievance of an employee or applicant. If the grievance is not resolved through either step 1 or step 4 the executive director will carry out the decision of their governing body.
7. All aspects of any utilization of the grievance procedure shall be kept in confidence by the appropriate parties unless open action or disclosure is required by circumstances or is requested by the aggrieved party.
8. Failure to adhere to the above set out grievance procedure is grounds for immediate dismissal.

Jury Duty

When you are requested to serve on jury duty, you will be automatically excused from work with pay. Any compensation that an employee receives from the court system will be endorsed over to Habitat.

Telephone Facilities

The telephone lines for Habitat are installed for the purpose of conducting business. Personal calls should be limited. Employees may direct dial on personal long distance telephone calls only if a calling credit card is used.

Honoraria

Any honorarium received by Habitat's employees for speaking on behalf of Habitat is the property of Habitat. These funds are to be remitted promptly to the Habitat office.

Use of Personal Vehicles

Reimbursement for use of an employee's vehicle for Habitat business will be made at the mileage rate in effect at the time of use. Reimbursement forms are available from the office.

(Sample)

Business Plan

(HFH of Wake County, Raleigh, NC)

Besides cultivation of people and maintaining good relationships, a good leader needs to guide the workers. Every year, once the committee chairs are named and the committees are in place, the president should guide the committee chairs toward putting together a business plan for each committee. No chairperson should complete the plans alone; the chairperson's task is to lead all the members of a specific committee through the process of putting ideas together to create a business plan. This allows each member to have input and encourages team spirit.

The business plan should restate the goals/tasks of the committee as directed by the board and should chart out the actions needed to meet those goals. The plan should specify who is involved in the committee and what each person's role is. When each committee puts together a plan and monitors it month by month, committees remain focused.

The president must ensure that all the committee plans are compiled to create the business plan for the whole affiliate. This collective plan should be copied and then distributed to each committee member.

Board Retreat

Implicit in the process of working as a quality affiliate is the assumption that the Board of Directors knows what it is doing and can inform committee members of what they should be doing each business year. To ensure this, each board should have an annual retreat. This retreat should take place after the nomination process has been completed, but prior to the new leaders' beginning their terms of service. At this retreat, it is crucial to have the current officers and chairpersons present as well as the newly elected leaders.

One of the first retreat tasks is for the board to evaluate how it performed during the past year and to evaluate the current business plan. After assessing strengths and weaknesses, goals for the new year should be established. Setting goals for two years ahead helps provide specific structure and focus, offers a sense of continuity, and helps the group feel a sense of achievement. Planning beyond two years, however, becomes wishful thinking.

Goals should then be categorized and assigned to appropriate committees. Regardless of whether an affiliate adopts a one- or two-year business plan, the plan should be evaluated monthly at board and committee meetings with a final, more extensive evaluation at the annual board retreat.

To summarize, one of the most important benefits of having a business plan is that it keeps everyone focused. When an affiliate is focused, a group spirit emerges.

Duties of At-large Members of the Board

Under the laws of the state, all corporate powers of the local Habitat for Humanity are vested in and exercised by the Board of Directors. The board ensures that the executive director, if there is one, properly manages the affairs of Habitat and executes and implements the policies and programs authorized by the

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board. The board is in a relationship of trust with many different people and organizations involved with Habitat's ministry. Each relationship demands a high standard of care and a balancing of interests which may compete at times.

The board, as a body, develops and authorizes the programs and policies of the affiliate. The board is responsible and accountable for periodically evaluating the affiliate's policies and programs. In order to execute and implement its policies and programs, the board may appoint the executive director and other staff. Upon developing the policies of the local affiliate, the board may delegate authority to the executive director and/or other staff for the implementation and administration of those policies, or may retain this authority.

The board, therefore, has an important responsibility to ensure that they themselves, or the executive director and staff, efficiently and effectively execute and administer the plans, programs, personnel, services, plant, and finances in fulfillment of Habitat's mission and purposes. The board operates under a set of bylaws, periodically updated by the board, which provide the administrative guidelines for all functions of the Habitat affiliate.

The board develops strategies, allocates resources, sets goals, ensures for the proper and adequate evaluation of programs and personnel, provides for financial solvency and security, preserves independence, serves as a court of appeal, and assesses the overall performance of a local Habitat for Humanity.

Objectives

1. Identify a standing committee of the board to join.
2. Volunteer for board ad hoc committees that are formed.

At-large Members: _____

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Duties of Officers

Duties of the President

The president, as the chief executive officer of the corporation and the Board of Directors, presides at all meetings of the Board of Directors. The president, in cooperation with the executive director and the Nominating Committee, suggests to the board the chairpersons of all standing committees. The president, along with the executive director, aids the committee chairs in selecting their committee members. The president is a member, ex-officio, of all committees. In some instances, in order to spread the workload, the president may delegate this responsibility to others.

The president, along with the corporate secretary and vice president, signs all contracts, deeds, mortgages and other legal documents as provided by the bylaws. The president represents the Board of Directors in legal and other relationships requiring official representation. The president works with the executive director in shared responsibility for the overall administration of the corporation, although each carries direct responsibility for the functions related to the particular position.

Objectives

1. Have all eight standing committees fully functioning.
2. Keep morale and attendance high at board meetings.

President: _____

Duties of the Vice President

In the event that the president cannot fulfill his or her term, the vice president completes the unexpired term of the president. In order to spread the workload of the president, the vice president may be asked by the president to share responsibilities with the president. The vice president shall serve on the Public Affairs Committee.

In the absence of the president, the vice president:

1. Presides at all meetings of the Board of Directors.
2. Signs all contracts, deeds, mortgages and other legal documents.

Objectives

1. Devise a shared work plan with the president.
2. Execute plan.

Vice President: _____

Duties of the Recording Secretary

The secretary shall be the custodian of the minute books of the corporation and be responsible for the accurate maintaining of the minutes of meetings of the directors and shall serve on the Finance and Administration Committee.

Objectives

1. Bind minutes from past meetings into a minute book.
2. Keep accurate minutes at yearly board meetings.
3. Put together a current minute book.
4. Serve as an assistant to the corporate secretary in the signing of legal documents.

Recording Secretary: _____

Duties of the Treasurer

The treasurer shall have the authority and responsibility for the safekeeping of the funds and securities of the corporation. The treasurer shall serve on the Finance and Administration Committee. The treasurer shall make a finance report to the board during the board's monthly meetings.

Objectives

1. Establish a yearly audit.
2. Examine accounts receivable, accounts payable and cost accounting procedures and make suggestions for improvement.
3. Authorize Habitat expenditures over \$300.

Treasurer: _____

Duties of the Corporate Secretary

When the affiliate has a large volume of specialized legal documentation to process, a corporate secretary may be appointed to assist with these legal matters.

Objectives

1. Represent Habitat's legal concerns at closings.
2. Consult Habitat's board on legal matters.
3. Sign all documents requiring a corporate secretary's signature.

Corporate Secretary: _____

Assistant Corporate Secretary: _____

Note: This office may be unique to a particular affiliate and is not reflected in our suggested structure.

Duties of Community Representatives

Community representatives serve as a liason between the Board of Directors and the local affiliate. They also represent community organizations in the local area, which makes them highly aware of the homeowners, volunteers, donors, and others in the Habitat community.

Objectives

1. Keep the Board of Directors up-to-date on Habitat activities in their community.
2. Keep the local organization of Habitat for Humanity in their community up-to-date on the activities of the Board of Directors of Habitat for Humanity.
3. Consult with the Satellite Committee chairperson for regular advice on how best to operate the satellite organization.

Community Representatives: _____

Duties of a Committee Chairperson

The committee chairperson is important for the proper functioning of any committee. The chairperson should be well organized so that the application file is properly maintained and no applications are misplaced. The chairperson of the committee should also be able to moderate a meeting in an efficient, but sensitive manner. In most committees, matters of detail are not appropriate for in-depth discussion, but the details of people's lives are essential issues for the Family Selection Committee and it takes skillful leadership to ensure that the committee does not become bogged down in these details.

A good chairperson solicits people with the skills needed to build a balanced Habitat team, delegate responsibilities, and provide clear information to the board for its consideration. This role should not be confused with that of providing the actual coordination for Habitat activities. At times these tasks are accomplished by the same person, but that is not a necessity.

Objectives

1. Understand, promote, support, and interpret the overall goals of the affiliate, as well as the committee.

2. Consult with the board of directors and past chairperson in choosing members for the committee; ask members to serve; outline committee responsibilities.
3. Schedule and conduct committee meetings; notify other chairpersons and vice chairpersons as well as committee members.
4. Observe correct procedure for correspondence.
5. See that committee proceedings are recorded and distributed to committee members and directors.
6. Delegate and divide responsibilities among committee members:
 - a. Coordinate work and see that it gets done.
 - b. Give credit and recognition for accomplishments.
7. Attend meetings of the affiliate, bringing periodic reports to the board. Consult with board chairperson or secretary to have presentation of the report placed on the board meeting agenda.
 - a. Report progress, announcements, decisions and/or recommendations.
 - b. Prepare concise written reports and minutes and give a copy to the recording secretary.
8. Write an annual report of all activities of the committee with recommendations for the coming year.
9. Meet with your successor and transfer records, files, etc.

Committees

Fund Raising Committee

The Fund Raising Committee works closely with the Public Affairs Committee to achieve proper visibility through mailings, advertising, speakers bureau, etc. The Fund Raising Committee also works very closely with the board, because all board members are actively involved in fund-raising efforts. The Fund-Raising Committee, along with the board, must also develop a budget that will cover fund-raising expenses.

The Fund Raising Committee should work with personnel and computer resources at the Habitat office to maintain appropriate records for all fund-raising efforts. The committee is also responsible to plan and execute special campaigns as they are needed. All fund-raising efforts must be sensitive to Habitat's mission, beliefs, and image in the community. All segments of the community's giving pyramid must be involved in the process.

Goal: Raise sufficient money as determined by the board in its planning process each year to fund the needs of the organization adequately.

Objectives

1. Select the campaign chairperson for the year.
2. Recruit and put together a fund-raising team to solicit contributions.
3. Establish a prospect list.

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4. Inform the Public Affairs Committee of publication needs (e.g., current brochure, current Christmas card, etc.).
5. Solicit 16 house sponsors.
6. Develop a campaign where \$120,000 (16 lots @ \$7,500/lot) is raised for land acquisitions.
7. Work with Public Affairs Committee in establishing a special event this year.

Public Relations Committee

Although most fund-raising activities involve public relations, public relations is more than just raising funds. An effective public relations plan will greatly benefit your Habitat program.

Goal: To continually seek to raise and maintain the community's awareness of our work in ways that properly reflect the mission, beliefs and image of Habitat

Chairperson: _____

Production Subcommittee

Goal: To promote public awareness

Objectives

Produce the following public relations tools:

1. Quarterly newsletters
2. Annual brochure
3. Annual fact sheet
4. Annual Christmas card
5. Publicity pieces for special events

Members: _____

Minority Relations Subcommittee

Goal: To foster awareness and participation in minority communities

Objective

Involve minority communities in our efforts.

Members: _____

Annual Dinner Subcommittee

Goal: To demonstrate volunteer appreciation

Objective

Plan and execute plans for Habitat's annual dinner.

Members: _____

Special Events Subcommittee

Goal: To receive media attention

Objective

Plan and execute special events.

Members: _____

Presentations Subcommittee

Goal: To educate the community about Habitat

Objective

Present the Habitat story to organizations wishing to be informed about Habitat.

Members: _____

Family Selection Committee

If an applicant preliminarily meets the committees selection criteria, then provide them with an application. When the application is received, contact the applicant to make sure the application is completed in full. Obtain employment verification, landlord statement, bank balance, criminal record, personal, and credit reference statements. If the above statements meet requirements, then a credit report is run. If all the above is acceptable, then the application is brought before the Family Screening Subcommittee in order to determine if a home visit is warranted.

If the application is approved by the Screening Subcommittee, the application is brought before the Family Visit Subcommittee and two people are assigned a home visit. The purpose of the home visit is to confirm all data, thoroughly explain Habitat's policies, rate the condition of the home, rate the cleanliness of the home, and rate the character of the applicant. If the report from the home visit is positive and the committee unanimously approves the application, then the application is brought before the board for final approval.

A one-page resume of the family goes out with the agenda notification of a given board meeting. If the board approves the application, then the applicant is informed immediately by mail or telephone of board acceptance. Those applicants approved by the board are placed on a waiting list. Those families who complete the 50 hours of sweat equity under the supervision of the construction superintendent or executive director will be the first families eligible for the next available homes. Those approved families who complete their 50 hours of sweat equity will be assigned at least two nurturers from the Family Nurture Committee who will work with them for a period of one year (6 months prior to moving in their own home and 6 months after moving in).

Goal: The Family Selection Committee is expected to direct/coordinate the business of receiving applications from qualified applicants, processing them in the manner described below, and presenting the names of selected applicants for board ratification. The process involved, from application to board ratification, should not exceed three months.

Committee Chairperson: _____

Committee Vice-chairperson: _____

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Family Search Subcommittee

Goal: Seek families who can benefit from a Habitat home and encourage them to fill out a Habitat application.

Subcommittee Chairperson and members: _____

Family Screening Subcommittee

Goal: Establish the process for screening, and screen applications made available to them.

Members: _____

Family Visit Subcommittee

Goal: Select from those applications made available to them the families who would be good Habitat partners and homeowners.

Objectives

1. Assign home visit.
2. Make home visit report to committee.
3. If committee approves, report made to Board of Directors.

Members: _____

Family Nurture Committee

The Family Nurture Committee is comprised of two subcommittees: Training/Support and Homeowner's Meetings. A brief synopsis of each subcommittee is outlined below:

Co-chairpersons: _____

Training/Support Subcommittee

Co-chairpersons: _____

Goal: To train family nurturers in the critical job of preparing Habitat families for home ownership

Objectives

1. Manuals providing working materials will be prepared.
2. Meetings will be held as needed as new families are chosen and as nurturers are selected by the sponsoring organizations.

Homeowner's Meetings Subcommittee

Co-chairpersons: _____

Resource persons: _____

Goal: To provide Habitat homeowners with a meaningful, useful education regarding the responsibilities of home ownership and self-improvement.

Objective

Workshops will be held the third Monday of each month at _____ at 7:00 p.m.
Homeowners will be provided with manuals.

Site Selection/Development Committee

The Site Selection/Development Committee recommends to the board the purchase of specific properties at specific prices and once empowered by the board, follows through with all required legal procedures to purchase the land. Under the board's direction, the committee also researches and recommends new neighborhoods in which Habitat can build. The committee also develops a budget for land acquisition and development each year. The committee should also be alert for opportunities to obtain public property, and it must develop all properties that are undeveloped as they are purchased.

Goal: Conduct an ongoing effort to acquire sufficient and suitable building sites to permit the work of Habitat to proceed in an orderly manner.

Objectives

1. Complete development of Pakar St. and Jubilee Village.
2. Make sure to obtain share of City of Raleigh Housing Bond.
3. Approach owners of suitable properties in target area for the acquisition of 20 building lots at \$5,000 per lot.

Building Committee

Goal: Within the framework of Habitat's requirements for sweat equity, the maximum use of volunteers and the maintenance of quality standards, oversee the building of the number of houses set by the board during the annual planning process.

Objectives

1. Continually seek through design, materials, and techniques to improve the cost/quality relationship of our construction.
2. Be alert to improvements in our houses which would better meet the needs of our families.
3. Continually seek to encourage the development of relationships among volunteer workers and families.
4. Provide support and guidance to Habitat's construction superintendent and recommend to the executive director or the board additions, changes, pay scales, and personnel policies regarding construction staff.
5. Assist the construction superintendent in the training of the construction supervisors from each house sponsor.
6. Assist the construction superintendent in the effective utilization of sweat-equity work by homeowners.
7. Make recommendations to the board during the annual planning process as to the number of houses to be built each year and develop a budget to cover construction costs.
8. Appoint committee member(s) to seek and obtain contributions of materials and services, and maintain records of such contributions.

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9. Work with the construction superintendent, the treasurer and the Finance and Administrative Committee in developing and maintaining appropriate cost-of-construction records.
10. Stay in close communication with the Site Selection Committee in order to acquire necessary sites in a timely manner.

Chairperson(s): _____

Responsibility

- | | |
|-------------------------------|---------------------------|
| 1. Architectural Review Board | 6. Procurement Assistant |
| 2. Design Coordinator | 7. Production Manager |
| 3. Estimator | 8. Trainer |
| 4. Supervision Coordinator | 9. Volunteer Coordinators |
| 5. Cost Accountant | |

1. Architectural Review Board

Chairperson(s): _____

Responsibility

Carry out duties of Architectural Review Board in accordance with recorded protective covenants.

Job Description

1. The Architectural Review Board must maintain three members who are appointed by the Building Committee chairperson in consultation with the executive director.
2. The date and time of the meeting of the Architectural Review Board will be established by the Architectural Review Board. Habitat homeowners can request items to be discussed by the Architectural Review Board as long as the requests are in writing.
3. A quorum consists of three members.
4. A majority vote of the quorum can transact the business of the committee.
5. The committee chairperson shall record all transactions of the committee. Copies of the minutes shall be made available to the Habitat office.

2. Procurement Assistant

Chairperson: _____

Responsibility

Obtain materials and subcontractors for homes in a cost-effective manner.

Job Description

1. Assist Habitat's production manager in hiring subcontractors who can accomplish the specified tasks in a cost-effective and timely manner.
2. Assist Habitat's production manager in procuring materials at their lowest possible cost within generally accepted guidelines for quality.

3. Develop standards for accepting, storing, and utilizing materials donated to Habitat.
4. Solicit donations of materials, subcontractor labor, skilled and unskilled volunteer labor.

3. Design Coordinator

Chairperson: _____

Responsibility

Ensure functional and aesthetic house design.

Job Description

1. Develop and maintain plans and details for construction.
2. Continually review design, materials, and construction techniques to improve cost/quality.
3. Review with site engineers placement of houses on lots and select appropriate house elevation in order to provide an architecturally pleasing neighborhood.
4. Provide and maintain exterior paint and roof color selections for family choice.

4. Production Manager

Chairperson: _____

Responsibility

Ensure efficient construction and timely completion of homes assigned by the Board of Directors.

Job Description

1. Provide direct support to Habitat's construction superintendent through weekly site visits.
2. Assist Habitat's construction superintendent with job scheduling and make recommendations if necessary for corrections to maintain the schedule.
3. Continually review construction processes to utilize all resources effectively.

5. Estimator

Chairperson: _____

Job Description

1. Provide material list and job cost estimates for each house.
2. Review job cost expenditures and recommend to the production manager any appropriate means for reducing job cost.
3. Continually review the use of paid labor, volunteer labor, and sweat-equity labor.

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6. Trainer

Chairperson: _____

Responsibility

Provide volunteers with a clear understanding of how they can participate in an organization that allows them to feel a great sense of accomplishment.

Job Description

1. Develop and maintain training manuals for house sponsors.
2. Assist with the development of accurate construction documents for delivery to house sponsors at training sessions.
3. Lead training sessions with each house sponsor group 30 days prior to day one (1) of construction. Training sessions are intended to cover limitations and expectations for involvement.
4. Assist with the development of communication among house sponsor, volunteers, Habitat's construction superintendent, and Habitat.

7. Supervision Coordinator

Chairperson: _____

Job Description

1. Solicit skilled volunteer coordinators from Wake County Home Builders.
2. Assign superintendents to jobs.
3. Ensure Habitat's superintendent stays in communication with them.

8. Volunteer Coordinators

Name: _____

Name: _____

9. Cost Accountant

Name: _____

Job Description

1. Establishment and maintenance of purchase order system.
2. Establishment and maintenance of cost accounting software.

Finance and Administration Committee

The Finance and Administration Committee should work closely with the executive director in balancing our need for efficiency with the importance of maintaining a low as possible overhead burden. The committee should also assist the executive director in developing a balanced budget during the annual planning process to cover administrative needs for the year. The committee should also periodically review and make recommendations to the board regarding Habitat personnel policies and, if requested, assist the executive director in hiring employees and in reviewing employee performance.

Goals:

1. Continually, as needed, or as requested by the executive director or the board, review the administrative needs and capabilities of Habitat and make recommendations for improvement in all administrative areas, including personnel, office space, equipment and furniture, insurance, record keeping, communications, computer systems, security, etc.
2. Continually, as needed, or as requested by the executive director or the board, study Habitat policies and make recommendations to accommodate growth or changing conditions.
3. Annually, conduct the planning process of Habitat within a schedule which assures Habitat's plan for the following year, including completion of the budget in time for action by the board at its December meeting.
4. Annually, conduct the long-range planning process to assure that Habitat's long-range plan embraces at least three future years.

Chairperson: _____

Committee Members: _____

Objectives

1. Complete Habitat's Personnel Manual and present to board.
2. Put together a complete policy manual for Habitat and present to board.
3. Re-examine bylaws and bring before the board any necessary changes.
4. Lead the board in the formation of a three-year plan.
5. Aid staff in setting up the new office (i.e., space utilization, equipment, furniture, communications, signs, security, parking, etc.).
6. Examine record keeping, computer systems, insurance and make recommendations for approval.

Community Committee

Goals: Guide the community sponsors in becoming autonomous and self-reliant organizations. When feasible, assist community sponsors in becoming separate affiliates.

Chairperson: _____

Members: _____

Objectives

1. Assist new homeowners in the construction of their first homes.
2. Assist in the construction of their second home.
3. Assist any community sponsor choosing to become a separate affiliate in the affiliation process.

Affiliate Covenant (with elaboration)

A Basic Covenant Between Habitat for Humanity International and an Approved Habitat Affiliate Project

Preface

Habitat for Humanity International and the Habitat for Humanity affiliate work as partners in this ecumenical Christian housing ministry. The affiliate works with donors, volunteers, and homeowners to create decent, affordable housing for those in need, and to make shelter a matter of conscience with people everywhere. Although HFH International will assist with information resources, training, publications, prayer support, and in other ways, the affiliate is primarily and directly responsible for the legal, organizational, fund raising, family selection, and nurture, financial, and construction aspects of the work.

Mission Statement

Habitat for Humanity works in partnership with God and people everywhere, from all walks of life, to develop communities with God's people in need by building and renovating houses so that there are decent houses in decent communities in which God's people can live and grow into all that God intended.

Method of Operations

Habitat for Humanity sponsors projects in habitat development, by constructing modest but adequate housing. Habitat also seeks to associate with other organizations functioning with purposes consistent with the official purposes of Habitat for Humanity International and the affiliate, as stated in the Articles of Incorporation of both Habitat organizations, namely:

1. To witness to the gospel of Jesus Christ throughout the world by working in cooperation with God's people in need to create a better habitat in which to live and work;
2. To work in cooperation with other agencies and groups which have a kindred purpose;
3. To witness to the gospel of Jesus Christ through loving acts and the spoken and written word;
4. To enable an expanding number of persons from all walks of life to participate in this ministry.

Foundational Principles

1. Habitat for Humanity seeks to demonstrate the love and teachings of Jesus Christ to all people. While Habitat is a Christian organization, it invites and welcomes affiliate board and committee members, volunteers, and donors from other faiths actively committed to Habitat's Mission, Method of Operation, and Principles. The board will reflect the ethnic diversity of the area to be served.
2. Habitat for Humanity is a people-to-people partnership drawing families and communities in need together with volunteers and resources to build decent, affordable housing for needy people. Habitat is committed to the development and uplifting of families and communities, not only to the construction of houses.

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3. Habitat for Humanity builds, renovates, and repairs simple, decent and affordable housing with people who are living in inadequate housing and who are unable to secure adequate housing by conventional means.
4. Habitat for Humanity selects homeowner families according to criteria that do not discriminate on the basis of race, creed, or ethnic background. All homeowners contribute "sweat equity;" they work as partners with the affiliate and other volunteers to accomplish Habitat's mission both locally and worldwide.
5. Habitat for Humanity sells houses to selected families with no profit or interest added. House payments will be used for construction or renovation of additional affordable housing.
6. Habitat for Humanity is a global partnership. In recognition of and commitment to the global partnership, each affiliate is expected to contribute at least 10% of its cash contributions to Habitat's international work. Funds specifically designated, by a donor, for local work only may be excluded from the tithe.
7. Habitat for Humanity appeals to the stewardship of Christians and others of good will in the sharing of their resources with the economically poor. Habitat also works in partnership with government to alleviate poverty housing. However, Habitat has chosen to operate under a self-imposed discipline which restricts that partnership. Government funds cannot be accepted for actual construction expenses or administrative expenses, but can be used for acquiring land, acquiring houses to be remodeled, constructing streets or sidewalks, accessing utilities, etc.—setting the stage to build—provided no strings are attached that violate Habitat principles.

Agreement to Covenant

In affirmation of the mission, method of operation, and principles stated in this covenant, we, _____, a Habitat for Humanity affiliate, covenant with other affiliates and Habitat for Humanity International to accomplish our mission. Each partner commits to enhancing the ability to carry out this mission by: supporting effective communication among affiliates, HFH International, and regional offices; sharing annual reports; participating in regional and national training events; and participating in a biennial review and planning session between each affiliate and the regional office.

This Covenant is valid upon approval by each member of the affiliate Board of Directors and a designated representative of Habitat for Humanity International.

For Habitat for Humanity International:

Date _____

For the Habitat for Humanity affiliate _____ [affiliate name] _____:

Date _____

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Elaboration of the Affiliate Covenant

Ecumenical, Diverse Board

The Board of Directors of the local Habitat affiliate must be ecumenical, reflecting the diversity of denominations in the area. Habitat believes that while Christians may disagree on some points of doctrine, we can agree on service in the name of Christ. Also, while Habitat is avowedly Christian, seeking to exalt Jesus Christ as Lord by demonstrating his love to all people, it welcomes committee and board members of any faith so long as they can accept the loving outreach of the life and teaching of Jesus Christ. The board must also reflect the ethnic diversity of the community and include a wide range of people—clergy and lay persons, professionals and low-income people, men and women. This diversity ensures a broad range of perspectives and wisdom and provides a strong base of operation.

No Profit, No Interest

Building or rehabilitating houses and selling them for no profit and no interest is essential to the vision of Habitat for Humanity. In the Old Testament, God tells his people, “If you lend money to any of my people who are poor, do not act like a moneylender and require him to pay interest” (Exodus 22:25). Habitat does not believe everyone should refuse to charge interest, but believes that Habitat can best serve God’s people in need by refusing to charge interest to the poor. In doing this, Habitat seeks to be an alternative to our secular society.

Simple, Decent Houses

The construction of houses at each affiliate should reflect Habitat’s philosophy of building simple but adequate houses, for two primary reasons. First, Habitat seeks to be a good steward of its resources by building homes with and for as many families as it can with the money and resources it receives. Second, it is important to build a house which is affordable to the new partner family so that the house will not become a heavier burden than the family can bear.

Sweat Equity

“Sweat equity” is a key characteristic of Habitat for Humanity. Sweat equity is the unpaid labor invested by each partner family in the Habitat ministry. This physical investment reduces the monetary cost of the house, increases the personal stake of family members in their home, and fosters the development of partnership with other persons. This sweat equity, along with the volunteer labor of other Habitat partners, is important in building partnerships across economic, racial, and national divisions. The amount and type of sweat equity required of each partner family varies from project to project, but most projects require 500 hours of sweat equity. It may be contributed by any member of the family, and often friends, church members, and extended family members can help a homeowner meet the sweat-equity requirements. The work may include helping with the actual construction of the house or performing administrative work in the local Habitat office. See “Sweat Equity” in Volume 4.

Nondiscrimination

God’s love extends to the whole world regardless of race, nationality, or religion. In the same way, Habitat seeks to make decent housing available to all people in a nondiscriminatory manner. The selection criteria used by each affiliate should not discriminate on the basis of race, creed, or ethnic background. HFH International does not set guidelines defining nondiscrimination, but trusts that each affiliate understands its local situation and will develop a fair, objective family selection process.

People-to-People Partnership

The focus of Habitat’s ministry is not simply the construction of houses, but the development and empowerment of persons and communities. Habitat is interested in the people involved in its ministry, both the owners of Habitat houses and those involved in the construction of the houses. Habitat seeks to break down barriers and form partnerships between people from every walk of life.

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Government Funds

See "Government Funds" in Chapter 3.

Affiliate Tithing

See "Affiliate Tithing" in Chapter 3.

(Sample)

Affiliate Procedures for a Global Village Work Camp (Houston HFH, TX)

1. Work with Global Village office at international headquarters to determine available month, time span, and size of group that the project targeted can handle. (Houston Habitat decides what country the work camp will go to; however, if there is a complication with that country, Global Village will notify us and offer alternatives.)
2. Try to schedule a work camp during the spring break of universities and colleges. This will help recruit additional people.
3. A work camp leader, a photographer, a spiritual leader, person(s) fluent in the language, and volunteers who enjoy construction are the volunteers needed for the work camp.
4. Develop guidelines, purpose, cost, and statistics for work camp. Note: The volunteers going on the work camp are required to donate enough funds to pay for one or more houses in that country. This amount varies from country to country. See previous work camp guidelines.
5. GET THE WORD OUT! Newspapers, public news, radio and television PSAs, Habitat newsletter, etc. Get as much media coverage as possible, as soon as possible.
6. Work on developing sponsors to cover costs for t-shirts (designed especially for the work camp), printing, etc. Contact all airlines that fly to the particular country and ask for donated or discount air fare. Contact broker agents to ask for donated or discount hotel rooms. Donation letters should include who, what, when, how, why and particulars! The dollar amount rated through discounts can add to the funds made available for an affiliate's ongoing project.
7. With fund-raising as part of the goal for an affiliate's work camp, develop a kit with all information and fill-in-the-blank proposal for applicants to obtain sponsors. Arrange for "good benefits" for possible sponsors. Use HFH Internatioanal's *Speaker's Kit*, available from headquarters in Americus, GA.
8. Establish a deadline for applications (6 months prior to the work camp). Copies of applications need to be sent to the Global Village office in Americus along with the signed liability waiver forms.
9. Once all applications are in, approve the maximum number of applicants and notify them. Get a non-refundable deposit from each applicant at least two months prior to the work camp. They will need to get started on raising the funds. At this time, determine what airline the group will fly with and make reservations. Set the deadline for all applicant funds to be in by three weeks prior to departure. Make hotel reservations at this time.
10. Schedule an orientation for approved applicants, arrange for guest speakers, and have literature about the country available. If literature about the country is not available, research and put together information. **Guidelines for most countries are available from the Global Village office and are provided to the leader.**
11. The leader must be in contact with the sponsored project International Partner or in-country coordinator for the project that the work camp is going to. They will be able to provide information on special items or tools that may be required at the project, and help coordinate lodging, in-country

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transportation, and meals. The leader must also obtain up-to-date information on shots and vaccinations necessary for traveling in each country. The Global Village office can give you information on who to contact for travel shots.

12. Houston Habitat collects funds from all applicants and pays for all airline, hotel and travel expenses. The applicants make their checks payable to Houston Habitat. The leader of the work camp is responsible for handling all money for taxi, bus, food, etc., during the work camp. Houston Habitat will give the leader a check (monies received for the work camp) for the total amount of cash to be taken. (This will vary from country to country—again—the sponsored project International Partner or in-country coordinator will notify you of the expenses.) The amount of money collected for participant fees and the construction of the house in that country is paid to HFH International, attention: Global Village. This amount must be over and above the regular affiliate tithe. If there is an additional administration fee, it should be paid directly to the affiliate in-country coordinator of the project you would be attending.
13. A pep rally including Habitat homeowner families and media should be organized for the weekend prior to departure.
14. Car pooling or arranging for a van to take and pick up everyone at the airport is a plus. A welcome-home celebration is also nice.
15. If any applicant does not have insurance, there is temporary insurance available. Information is available from the Global Village office.
16. Confirm all reservations.
17. Have a great time helping God's people in need. Do not forget the "follow-up." Share your work camp experience not only with those who supported you, but also with the local affiliate and other interested groups. It is best to speak right after you return, when the memories are fresh in your mind. Also take plenty of pictures (slides) for your presentations and the sharing of your story.

Contact the Global Village office in Americus for information on how to get involved in a work camp.

Affiliate Structure and Organization Appendixes, Section II

(Sample)

Nominating Committee Plan for Board Development (National Center for Nonprofit Boards)

Draft

Responsibilities of the Nominating Committee: To identify, research, cultivate, select, orient, involve, and acknowledge strong new board members appropriate to current and future needs of the affiliate. (Words in parentheses below indicate suggestions for timing of activities.)

1. **Build the Nominating Committee.**
(Rotate members on a staggered, but regular basis.)
2. **Review basic responsibilities of the Board of Directors.**
(Review these from time to time. Revise as desired.)
3. **Review bylaws or articles of incorporation on Nominating Committee.**
(Review every few years. Revise as necessary.)
4. **Plan for board development.**
(Consider presenting a plan to the board for adoption. Review every few years. Revise as necessary.)
5. **Develop an annual schedule for committee activities.**
(Review schedule annually. Revise as necessary.)
6. **Involve key individuals in assessing the current makeup of the board and identifying potential board members.**
(Complete this process annually.)
7. **Assemble a confidential, cumulative, on-going list of prospective board members.**
(Assemble as soon as possible, put in priority order to cultivate, and update every six months, or as necessary.)
8. **Cultivate and select new board members.**
(Review the list. Revise priorities as necessary.)
9. **Present names and background of candidates to board for vote or confirmation**
(Do this annually, and as need arises.)
10. **Orient new board members.**
(Provide at the beginning of each new board member's term of service.)
11. **Involve and acknowledge new board members**
(Do this at the beginning of each new board member's term of service and throughout their service.)

(Sample)

Composition of Board of Directors Chart

Your affiliate can produce a chart such as this to help it determine the makeup of its board. The chart can then be used to evaluate potential board members in order to actively seek to make your board representative of your community.

	Board Members										Prospective Board Members									
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	
Age																				
Under 35																				
From 36-50																				
From 51-65																				
Over 65																				
Gender																				
Female																				
Male																				
Ethnic Composition																				
Black																				
White																				
Hispanic																				
Asian																				
Faith Composition																				
Baptist																				
UCC																				
Methodist																				
Presbyterian																				
Catholic																				
Episcopal																				
Other																				
Professional Composition																				
Homemaker																				
Funeral Home Director																				
Pastor																				
Secretary																				
Management Experience																				
Residence Composition																				
North																				
South																				
East																				
West																				
Center City																				
Committees																				
Building																				
Family Selection																				
Family Nurture																				
Finance																				
Public Relations																				

(Sample)

Job Description: Board Member (United Way Services)

[This document is reprinted with permission from “Essentials of Successful Boards,” United Way Services.]

Responsibilities

Together with other members of the board, each board member is legally and morally responsible for all activities of the affiliate. Board members are solely responsible for determining affiliate policy in the following areas: Human Resources, Planning, Finance, Community Relations, and Organizational Operations.

Human Resources

Board members have four key responsibilities in this area:

1. Board membership (includes recruiting new board members, recognizing and nurturing existing board members, and providing existing board members with opportunities to grow and develop as leaders)
2. Executive director accountability (includes hiring, firing and ongoing evaluation and assessment of the executive director)
3. Personnel policies (includes providing policy guidance about salaries, stipends, benefits, grievance, and evaluation procedures)
4. Volunteer involvement (includes setting policy regarding how volunteers should be used; in what areas; and generally how the affiliate should treat, recognize and celebrate its volunteers)

Planning

Board members have four key responsibilities in this area:

1. Setting and reviewing the affiliate’s mission, philosophy, and goals
2. Planning for the affiliate’s future, on a long- and short-range basis
3. Deciding and planning which services/programs the affiliate provides
4. Evaluating the affiliate’s programs and operations on a regular basis

Finance

Board members have four key responsibilities in this area:

1. Ensuring financial accountability of the affiliate
2. Overseeing an ongoing process of budget development, approval, and review
3. Raising funds and/or ensuring that adequate funds are raised to support the affiliate’s policies and programs
4. Managing and maintaining properties or investments the affiliate possesses

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Community Relations

Board members have four key responsibilities in this area:

1. Ensuring that the affiliate's programs and services appropriately address community/ client needs
2. Marketing the affiliate's services/programs
3. Ongoing public relations (includes an awareness that board members are always emissaries of Habitat for Humanity in the community)
4. Cooperative action (includes occasions when the affiliate could/should take part in coalitions, joint fund-raising, etc.)

Organizational Operations

Board members have four key responsibilities in this area:

1. Ensuring that the affiliate's administrative systems are adequate and appropriate
2. Ensuring that the board's operations are adequate and appropriate
3. Ensuring that the organizational and legal structure are adequate and appropriate
4. Ensuring that the affiliate and its board members meet all applicable legal requirements

Minimal Job Requirements

- A demonstrated interest in the affiliate's mission and goals.
- Specific experience and/or knowledge in at least one area: Human Resources, Planning, Fund Raising, Building, Finance, Community Relations, or Organizational Operations
- Representative of some aspect or segment of the population in the community
- A willingness to expand knowledge of board responsibilities through orientation and ongoing education
- A willingness to represent Habitat to the community
- Six to ten hours per month distributed among:
 - Board meeting—preparation and attendance
 - Committee meeting—preparation and attendance
 - Special requests

(Sample)

Covenant Among Members of the Board of Directors

Habitat for Humanity of _____, Inc.

This Covenant is made by the undersigned members of the Board of Directors of _____ Habitat for Humanity, Inc., a nonprofit corporation (“Habitat”).

We acknowledge that we have been selected to serve as members of the Board of Directors of Habitat because of our leadership and our commitment to the mission and purposes of Habitat. We, therefore, mutually agree to faithfully serve as members of the Board of Directors by working in partnership with God and people everywhere, from all walks of life, in building and renovating houses and developing communities with God’s people in need so that they will have decent houses in decent communities in which to live and grow into all that God intended.

The Mission and Purpose of Habitat for Humanity

Habitat for Humanity seeks to exalt Jesus Christ as Lord by serving as a witness to His love through loving acts and the spoken word. Habitat works toward implementing the gospel of Jesus Christ throughout the world by working in partnership with people in need. Based upon fundamental principles set forth in God’s Word, Habitat constructs homes in partnership with people and sells the homes at no profit and with no interest.

We, therefore, commit ourselves to faithfully serve Jesus Christ in fulfilling the mission, purposes, and goals of Habitat.

Our Basic Understandings as Directors

We hereby accept the responsibility for providing leadership in all of Habitat’s work and for directing the affairs of Habitat. We shall each endeavor to develop and evaluate the policies and programs of Habitat and to authorize and direct the executive director to implement and administer those policies and programs.

We understand that we must be knowledgeable of Habitat’s operations by studying, analyzing, and examining proposals, reports, minutes, past policies, and other matters requiring our action. We, therefore, agree to devote significant time and energy to fulfilling our responsibilities for decision-making and expect to be provided, in a timely manner, with adequate information relevant and necessary to making informed decisions.

We understand that Habitat’s activities are extensive and that the board consists of committees which address specific programs and administrative areas of the board’s work. We promise to participate in and support the work of these committees.

We acknowledge and agree that we should fully support the work of Habitat, both individually and collectively. To this end, we will faithfully attend and participate in board and committee meetings, serve as public advocates, financially contribute and support Habitat’s work, visit and participate in the activities of sponsored and affiliate projects, and attend to other necessary functions and activities of the Board of Directors and of Habitat for Humanity.

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We acknowledge that Habitat for Humanity involves a public trust which seeks to implement the gospel of Jesus Christ. We, therefore, covenant to exercise good stewardship and uphold the highest standards of conduct affecting Habitat. We agree to avoid conflicts of interest and appearances of impropriety.

Specific Agreements of the Directors

We agree to attend every meeting of the board and understand that the policy of Habitat is removal of a director who fails to attend two (2) consecutive meetings of the board, without acceptable excuse.

We will be prepared to discuss the issues on the agenda of the board meeting and understand that the staff has an obligation to give each of us time to review the materials and to prepare for a discussion of the issues.

We acknowledge that the standing committees of the Board of Directors serve a vital and important function and, therefore, agree to participate in and attend the meetings of the committees on which we serve as members.

We agree to serve as visible leaders of Habitat and to be knowledgeable of the programs of Habitat. We, therefore, will participate in the activities of Habitat in general, including the international headquarters, affiliate projects, regional centers, and sponsored projects.

We commit ourselves to financially support Habitat for Humanity’s ministry by contributing in accordance with our personal abilities and means. In addition, we agree to raise financial, spiritual, and other support for Habitat for Humanity and its programs.

IN WITNESS WHEREOF, we, on this ___ day of _____, 19___, have entered into this Covenant and hereby agree to and commit ourselves to abide by its purposes, covenants, and conditions.

||
A

Two columns of horizontal lines for signatures.

(Sample)

Board Member Information Form

(National Center for Nonprofit Boards)

[This form is reprinted with permission from *Guide to Building Your Board*, published by the National Center for Nonprofit Boards, © 1991.]

Please fill in this form and return it within a week to the executive director, _____, at the following address:

Address: _____

City: _____ State: _____ Zip: _____

Part I

Date: _____

I prefer to receive _____ [affiliate's name] _____ mail: _____ at home _____ at work

Name: _____

Home address: _____

Phone: Day (____) _____ Night (____) _____ Fax (____) _____

Spouse's name: _____

Secretary's name: _____

Your title: _____

Name of your organization: _____

Address: _____

Other address (when applicable): _____

Memberships and associations (professional, social, religious, etc.):

Date joined this board: _____ (Month) _____ (Year)

Committee assignment(s): _____

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I would particularly like to help (name of affiliate) in the following ways:

Part II

_____ Enclosed please find my biographical sheet and/or resume for office use.
 one or more photographs (preferably a head shot, 5x7 B&W glossy print)

_____ I understand these photographs may be used initially in the announcement of my board appointment in appropriate newspapers, journals, and magazines. (This will help to highlight your service to the community and our affiliate.)

Periodicals in which you might wish to announce my board membership include:

Name of periodical: _____

Address: _____

Name of editor: _____

Phone: (____) _____ Fax: (____) _____

Name of periodical: _____

Address: _____

Name of editor: _____

Phone: (____) _____ Fax: (____) _____

Names and addresses to add to our mailing list:

Name: _____

Address: _____

Name: _____

Address: _____

Name: _____

Address: _____

Additional information I wish to share:



(Sample)

Evaluation Form for Board Members (United Way Services)

[Adapted from "Essentials of Successful Boards," United Way Services. Reprinted with permission.]

Section I

Job Goals: Progress and Accomplishments

Section I is to be completed by the volunteer and discussed with the person to whom the volunteer reports.

1. Describe the major responsibilities of your volunteer assignment.

2. Have you had any specific job goals toward which you have been working in connection with your present assignment? Yes_____ No_____

If yes, what were they?

3. How much progress do you feel you have made toward achieving these goals?

4. What are some of the things that have made progress possible? Those that have made progress difficult?

5. Are you interested in continuing in your present volunteer assignment?

6. If you do continue, what kinds of additional support do you feel you need to assist you in carrying out your responsibilities? (Please keep in mind limitations in terms of money and paid staff.)

7. Do you feel you have sufficient opportunity to develop effective working relationships with other affiliate volunteer leaders and professionals? With community volunteer leaders and professionals? Do you have any suggestions?

8. What goals would you like to establish for this volunteer assignment for the coming year?

9. Other comments:

Section II

Personal Goals: Plans for Development in Present Assignment

This section should be completed jointly by the volunteer and by the person to whom the volunteer reports.

List specific kinds of help desirable to achieve work goals or to increase effectiveness on the job.

1. On-the-job training, coaching, or special emphasis:
2. Work/learning experiences outside of normal responsibilities:
3. Formal training or education—inside or outside the affiliate:

Section III

Career Goals: Plans for the Future

This section should be completed jointly by the volunteer and by the person to whom the volunteer reports.

1. What are your interests in terms of other Habitat volunteer professional or leadership assignments?
2. Do you have any interest in working as a volunteer at the regional or national level? If so, what are your specific interests?
3. What specific kinds of help or experiences do you feel you need for the next step in your career development?

Section IV

Review

1. Comments by the volunteer.

Signature of Volunteer

Title

Date

(Sample)

Personal Check List and Self-evaluation

Evaluation and criticism can be difficult at times, but they are important to the overall development of the director and of Habitat for Humanity. Every person must engage in self-evaluation in order to be receptive to growth and development. Habitat, therefore, has provided the following personal check list which is designed to assist each director in evaluating his or her personal performance. It is suggested that each director review this check list and the *Affiliate Covenant* on an annual basis.

Yes No Improve

- | | | | |
|-----|-----|-------|--|
| ___ | ___ | _____ | 1. Do I regularly attend and participate in the board meetings? |
| ___ | ___ | _____ | 2. Do I regularly attend and participate in the committee meetings? |
| ___ | ___ | _____ | 3. Do I read and review the minutes of the board meetings? |
| ___ | ___ | _____ | 4. Do I read and review the minutes and reports of the committee meetings? |
| ___ | ___ | _____ | 5. Do I follow through on my committee responsibilities? |
| ___ | ___ | _____ | 6. Do I understand the policy-making procedure of Habitat for Humanity? |
| ___ | ___ | _____ | 7. Do I understand how the policies are implemented and administered? |
| ___ | ___ | _____ | 8. Do I ensure that the policies are properly administered by the executive director? |
| ___ | ___ | _____ | 9. Do I see that all committee deliberations are reported to the board? |
| ___ | ___ | _____ | 10. Do I know and understand the budgeting process? |
| ___ | ___ | _____ | 11. Do I know and understand the budget and its contents? |
| ___ | ___ | _____ | 12. Do I know Habitat's financial condition on a regular basis? |
| ___ | ___ | _____ | 13. Do I contribute to Habitat in accordance with my ability to do so? |
| ___ | ___ | _____ | 14. Do I regularly seek financial contributions from others for the work of Habitat? |
| ___ | ___ | _____ | 15. Do I endeavor to encourage the executive director, other staff people, and the volunteers through correspondence, phone calls, and other means of communication? |
| ___ | ___ | _____ | 16. Do I treat Habitat's affairs as if they were my own? |
| ___ | ___ | _____ | 17. Do I avoid engaging in or promoting self-serving policies? |
| ___ | ___ | _____ | 18. Do I ask questions when I do not understand the policies or procedures discussed? |
| ___ | ___ | _____ | 19. Do I have problems with the staff and report those problems to the chairperson? |
| ___ | ___ | _____ | 20. Do I know and understand Habitat's personnel policy and is it well defined and administered? |
| ___ | ___ | _____ | 21. Do I avoid or notify the board of actual or potential conflicts of interest? |
| ___ | ___ | _____ | 22. Do I avoid the appearance of impropriety? |
| ___ | ___ | _____ | 23. Do I know if Habitat complies with all of the requirements of its nonprofit status? |
| ___ | ___ | _____ | 24. Do I ensure that Habitat complies with the laws of the state? |
| ___ | ___ | _____ | 25. Do I continually monitor the image of Habitat wherever I go? |
| ___ | ___ | _____ | 26. Do I ensure that the board is truly representative? |

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- ___ ___ _____ 27. Am I sensitive to minority participation and cross cultural awareness?
- ___ ___ _____ 28. Do I monitor the activities and actions of the board and its committees to ensure that they do not overstep legal limits?
- ___ ___ _____ 29. Do I visit Habitat's facilities and projects to determine for myself that board policies are being carried out by the staff and volunteers?
- ___ ___ _____ 30. Do I understand the different roles of the board and the staff?
- ___ ___ _____ 31. Do I read the publications of Habitat?
- ___ ___ _____ 32. Do I understand and fulfill the responsibilities set forth in the covenant?

(Sample)

Welcome to the Job of Board Secretary

(Habitat Northeast, Acton, MA)

Properly prepared minutes should include the following:

- Full affiliate name (not just Habitat for Humanity)
- Date of meeting
- List of members present and list of members not present
- Other attendees
- Quorum: _____Yes _____No
- Open with prayer or a devotion (previously assigned)
- Approval of minutes of previous meeting
- Treasurer's report
- Report from each committee to the board
- Old business
- New business
- Action items
 - Jobs to be done
 - Name of person or committee responsible for each task

Addendum:

- Mail a copy of **typed** minutes to each board member as soon as possible while the meeting is fresh in peoples' minds and so that those who were not there are fully informed. Also mail a copy to the regional center.
- Consistent use of the above format will help in preparing meeting agendas.
- Discussion and approval of minutes must occur at next meeting.
- Minutes should clearly state any board decisions and a summary of the discussion leading to the decision. If there is a conflict about a board action, well written minutes can help a board demonstrate its careful attention to the decision making process and clarify what position was taken. Board members who oppose a decision may ask to have their names listed in the minutes in opposition. The law generally requires this.
- The functions of special committees and their members should be recorded in the minutes at the time such committees are established. The written description should enable committee members to answer the question: "To what extent do we understand what we are to do and why we are to do it?"
- Affiliate boards should demand good minutes. **They are the official legal record of board and committee deliberations and decisions. It is extremely important that they be accurate and complete.**

See "Corporate Minutes and Records" in Volume 2. See Appendix 7-A (Sample) Minutes of the Annual Meeting of the Board of Directors, Volume 2.

(Sample)

Long-range Plan (Charlotte HFH, NC)

From: Long-range Planning Committee/Bob Wilson, Chairperson

Subject: Long-range Plan for Period 1991-92*

Action Required: Board Approval in December

General

The Long-range Planning Committee met for 12 hours during November to review our policies, principles, weaknesses, strengths, and areas of particular concern. The discussions were free-flowing and the penetrating dialogue challenged much of what we held dear. We reaffirmed much, but unlike last year we are coming to you proposing some changes in our operations and in our staffing. What follows is necessary reading for all board members so that we can understand where we are and where we are proposing to go over the next year.

At the December board meeting, I will move the adoption of this report. After the ensuing discussion, we will attempt to bring this most important issue to closure. We need to attack those challenges and opportunities head-on in order to be able to better serve God as we understand His calling.

Discussion A: What We Are About

Background: The committee considered whether there should be any changes to our statements of Mission, Beliefs, and Policies. What follows are the proposed changes which are now submitted to the board for approval. Wherever all or part of our old statement has been deleted, the appropriate wording has been marked in parentheses. New or reworded phrases have been underscored.

Note: After consideration of the committee's recommendations, the Charlotte Habitat Board has reaffirmed our Mission, Beliefs, and Policies as follows:

Our Mission

1. We are doing God's work and God's power is unlimited, and through God all things are possible.
2. The Bible emphasizes God's special concern for the poor and calls us to share and to be responsible for the well-being of ourselves and others.
3. Adequate housing is a basic need.
4. Home ownership is a vital step in creating self-esteem and a higher level of independence in families and building a sense of community and pride in neighborhoods.
5. Building community is as important as building houses.

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6. Involving families in building their own and other's homes is psychologically, spiritually, and practically sound.
7. We must be responsive to the needs and concerns of existing and prospective Habitat neighborhoods.
8. Habitat is only a part of the solution to solving the housing problem.

Our Policies

1. On Building

a. New Construction

- Maintain quality of workmanship on the houses while keeping designs and details modest.
- Maintain house designs of comparable cost.
- Build quality homes as economically as possible.

b. Rehabilitation Construction

- Make careful selection of houses in regard to rehabilitation costs and appropriateness of end product.
- Rehabilitate homes to enhance quality and safety as economically as possible.

2. On Volunteers

- a. Maximize the **effective and efficient** use of volunteers throughout the organization.
- b. Train volunteers to ensure quality of work.
- c. Encourage long-term commitment of volunteers.
- d. **Publicly recognize and express appreciation to volunteers.**

3. On Financial

- a. Maintain the highest levels of fiscal responsibility.
- b. Make financial commitments only with available funds.
- c. Maintain minimum overhead.
- d. Keep mortgage payments current.
- e. Review annual budgets quarterly.

4. General

- a. Sell houses at cost with no profit and finance mortgages without interest.
- b. Maintain independence from public control.
- c. Support local, national, and international Habitat organizations.
- d. Focus on making an impact on specific neighborhoods.
- e. Plan and evaluate yearly.

5. Family Selection

- a. Select families carefully. See criteria for selection.
- b. The selection criteria will be reviewed and approved by the board each year.

6. On Family Participation and Support

- a. Expect Habitat families to fulfill their contractual obligations.
- b. Encourage families' long-term responsible involvement in the community.
- c. Maintain (strong) relationships with the families through organized support systems.

Discussion B: Where We are Good and Where We Are Not

Background: Our committee reviewed the list of weaknesses and strengths that were derived last year. Some of our weaknesses were still there, although we felt that we had improved on many. We picked up a few new weaknesses. Most of our previous strengths were still intact, and we picked up a few new ones. The list below is our starting point. Where we deleted from the list, the item is in parentheses. Where we either reworded or added a new item, it is underscored.

Note: After consideration of the committee's recommendations, the Charlotte Habitat Board has determined the following strengths, weaknesses, critical issues, and environmental concerns.

Weaknesses

1. (Public perception that we are summer-project oriented.) Deleted.
2. (Lack of appreciation for our volunteers.) Deleted.
3. Insufficient expressed appreciation for our volunteers.
4. (Family support—sporadic and unstructured.) Deleted.
5. Very little contact between board and families.
6. (Need for volunteer punch-out crew.) Deleted.
7. Need for greater minority involvement.
8. Need for long-term fund-raising plan.
9. Continuing family involvement in community and construction.
10. Need for more weekday, skilled, construction volunteers.
11. Lack of active advisory board in fund-raising.
12. (No mechanism set for reviewing actual costs on house.) Deleted.
13. Effective management of rising house costs.
14. (Lack of housing for out-of-town weekday volunteers.) Deleted.
15. Lack of timely analysis of financial data.
16. Training of construction volunteers.
17. (Inefficient administrative system.) Deleted.
18. (Office space.) Deleted.
19. Lack of storage space.
20. Staff stress.
21. (Relationships with WBTV.) Deleted.
22. Fund raising follow-up.

23. In-kind donations need to be (quantified) **actively solicited and managed.**
24. **Amount of work items on punch lists remaining undone.**
25. **Lack of automated system to track mortgage payments.**
26. **Insufficient cash reserves to deal with temporary shortfalls.**
27. **Lack of creative fund raising.**
28. **Takes too long to finish a home—up to 9 months.**
29. **Board interaction.**
30. **Communication to board on rental program.**
31. Need to update and revise resource database of volunteers and contributions.

Strengths

1. More visibility in community
2. Excellent image
3. Increasing number of volunteers
4. Commitment of Board of Directors
5. Excellent staff
6. Successful family selection program
7. Excellent relationship with city
8. Creating stronger neighborhoods
9. Good production scheme/team concept
10. Excellent media relationship
11. Ability to identify and acquire sites for construction
12. Giving community opportunity to serve
13. Momentum

Discussion C: Increasing Capital Needs in a Tightening Economy

Background: In a receding economy it can be expected that poor people may even become poorer. Assuming this, how do we expect the housing needs of lower income residents of Charlotte to be affected? Were we to continue an aggressive building program in the face of a declining economy, what new techniques would we need to employ to raise the necessary capital? The purpose of the committee's discussion was not to concentrate on the budget (although obvious references had to be made) but rather to concentrate on the capital formation aspects of the ministry. The following are the committee's recommendations to the board.

Note: After considerable debate, the Charlotte Habitat Board has amended the committee's recommendations and has approved the following direction for the affiliate.

1. Habitat Charlotte hire a business development person at a rate not to exceed \$30,000 for salary and \$10,000 for expenses. A committee be appointed to write a detailed job

description which would be approved by the Executive Committee. After the job description is approved, a search committee be appointed by the president of the board to begin an immediate evaluation of available candidates. We should ensure the earliest possible employment. Concerns relative to office space and computer database input were expressed by the staff.

2. The committee evaluated the current administrative and construction staff to determine whether it felt that we could cut expenses without significantly affecting our efficiency. The primary sentiment was that we might cut back in construction staff, but only if significant reductions were made in house output. After considerable evaluation of expected fundraising receipts for 1991, and with the addition of a development person, it was decided not to substantially retreat from our building performance of this past year. No staff cuts are recommended in this report, and no increases in compensation levels (raises) are being projected in the pro forma for the 1991 calendar year. Salary increases are the responsibility of the Executive Committee. The Charlotte Habitat Board, when setting the cost of our houses for 1991, made a marginal allowance for increases in staff compensation.
3. The committee felt that we should pursue Housing Partnership funding and find creative ways to work with this agency.
4. The committee discussed but did not approve the concept of having a registration fee for volunteers. The only exception would be for special projects where the affiliate encountered extraordinary expenses. The concept of split dollaring the cost of a house with volunteers who build it was also discussed and rejected.
5. The committee identified several new sources of capital and suggests that the board direct the staff to pursue the following:
 - a. Black Ministers Conference
 - b. Large predominantly black congregations
 - c. Small and medium businesses
 - d. Other nonprofits such as "The Relatives"
 - e. Increased networking among the Charlotte social strata
6. The committee strongly urges the board to direct the president of the board to appoint a standing committee on finance whose responsibility it will be to monitor and plan cash flow.

Discussion D: Tithe to International Programs

Background: Last year the board discussed this issue and decided to leave our tithe to Khammam in place while we investigated what was going on in India. We also wanted to know how our money was being funnelled and in what amounts. The committee investigated a recent letter from Sam Bandela which indicated that the Khammam project was experiencing significant repayment problems. Dr. David Rowe, former chairman of the board of HFH International and current vice president of the international department, came to the Long-range planning committee meeting on Thursday evening to discuss these and related issues.

Note: After evaluating the committee's recommendations, the Charlotte Habitat Board has directed the affiliate as follows:

1. That our commitment to the Khammam, India, project continue during 1991. During that time we will monitor the progress that the project is making to solve the delinquency payment problem to ensure that progress is being made. Better communication has been assured from Dr. Rowe, and such communication will be passed immediately to the board for review.
2. That starting in 1991, our financial support for overseas Habitat sponsored projects be expanded to include the project in the Charlotte's Sister City, Arequipa, Peru. Summary information on both the Khammam and Arequipa projects is included in additional reports. Our recommendation to the board is that our tithe be split 50:50 between these two projects.
3. It is recommended that we make a concerted effort to "get the word out" about the work that Charlotte is doing to address poverty housing throughout the world. Under the revised commitment level (see no. 4 below) if we were to build 30 houses in Charlotte, we would also build 18 in Khammam and 13 in Arequipa. Hence, 61 houses built, 61 families housed, probably 300 or so people sheltered. Not good enough effort, perhaps, but not too shabby!
4. We currently pay the tithe for each "Adopt-a-House" and the cost of the tithe is not being reimbursed by the adopting group. We propose that the board direct the staff to offer the opportunity for the adopting group to pay an additional \$2,500 over the cost of the Charlotte house so that they could also help build a house in India and Peru. This should help offset some of our tithe cost. Such a financial commitment by our adopting agencies would be strictly voluntary.
5. The committee reaffirmed the unwritten policy of Charlotte Habitat that "the cost of the tithe constitutes nothing of value to the houses built in Charlotte and thus should not be added to the cost which is charged to our homeowners." Hence, tithes sent to international projects are not being currently recovered through our recycling mortgage payments. Our committee recommends that the board instruct the staff to offer each of our future Charlotte homeowners an opportunity to add an appropriate \$2,000 or \$1,000 tithe to their mortgage to help pay for the houses of one family in India and another in Peru. Such a financial commitment by our homeowners would be strictly voluntary.

Discussion E: When to Move into the Next Neighborhood

Background: Last year, the Long-range Planning Committee dealt with this issue. It was time to revisit our inventory of available building lots and homes in Belmont. We felt that it was necessary to determine whether we had enough inventory and to determine at what point we needed to start planning for our next community. What nurturing needs to be done in our next community and when should it start?

Note: The Charlotte Habitat Board approved this as written.

1. Gene Davant advised us that we had some 40 lots in Belmont that were vacant and available. Of these at least 30 were good building lots. Currently we have 4 lots in inventory and three houses for rehabilitation in stock. We will need 19 more building lots for next year. There are endless rehabilitation possibilities in Belmont. We should be able to build in Belmont throughout the 1991 calendar year.

2. The selection of our next neighborhood needs to be started during 1991 and community engagement initiated. The committee felt strongly that we needed to have a sense of working partnership before we ventured into a new neighborhood. Realizing that minority participation was seen as a “critical problem,” there is real opportunity for affiliate growth as we head toward our future project on the west side.
3. A committee is currently working on some of these concerns, but our committee felt that a redirect and expansion of the charge of this committee would be in order. Further, it is strongly suggested that this committee (future site task force) be requested to report their progress to the board on a monthly basis.

Discussion F: Utilization of Volunteers

Background: We are blessed with an embarrassing number of volunteer resources. Our engagement slots are full and more volunteers are coming each day. How do we turn people down without turning them off? Could we charge a registration fee or encourage monetary sponsorships from our volunteers? Could we work with other nonprofits to build houses using their financial resources?

1. Stephen Eichert did not think that we would have a volunteer surplus in construction if we chose to build 30 or more houses per year.
2. Staff seemed to feel that it was appropriate to ask our crews to raise money through sponsorships, but not more than one time a year. Universally, except for special events, the committee felt that registration fees for volunteers was not a good idea.
3. It was suggested that we prepare a formal brochure which described the ways for people to get involved. Staff suggested that this already exists, which brought up another item, namely that:
4. The board needs to know more about volunteer involvement: where our volunteers are being used, and in what numbers.
5. The committee evaluated a proposal from the Relatives organization which requested that Habitat work with them to build a new facility for their work. Discussion related to “for profit” opportunities and conflicts of interest with the builders of our area led us to defer consideration until more information is made available by the Relatives.
6. The committee suggests that the board consider the development of a chair/committee on the Board of Directors as volunteer coordinator to handle areas of volunteer needs, placement, feedback, recognition, development, etc.

Discussion G: Bigger is Not Always Better

BACKGROUND: Our committee wrestled with this question last year. We thought it necessary to revisit it again. Perhaps a better question would be, “How do we measure success?” Given a growing need for housing, given ample skilled volunteers, given available land and housing stock in need of rehabilitation, can we afford to throttle back? How do we balance our faith-driven Christian commitment against the hard, cold, dollar facts of business. How do we decide what to build? What should be the project mix that we produce in 1991? How do we maximize the efficiency of our staff in achieving that goal? These were tough questions for the committee, but were at the crux of our entire study. We recommend the following to our board:

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Note: The board approved as submitted.

1. Given those revenues which the staff advances as “assured” and the addition of a full-time fund-raising person, it is our recommendation that during the 1991 calendar year we **not** substantially **retreat** from our original Long-range plan. During 1990 we were to have built 28 homes. We built 32. This has contributed in part to our current cash flow dilemma. During 1991, we propose to build 30 homes according to the following project mix: new construction—11/rehabilitation—7/adopt-a-house—12.
2. No cuts in personnel are recommended, provided that the building plan in (1) above is adopted. If this plan is reduced, then reductions in construction personnel should be made. We do not believe that administrative staff cuts could be made without adversely affecting the operation.
3. It is important that during 1991, Charlotte Habitat becomes more aggressive in the fund-raising marketplace and that the board assist in this effort.
4. It is important that ready cash and cash flow be constantly evaluated and controlled.
5. It is recommended that **all building**, except for work in progress and new adopt-a-homes, be curtailed during the first quarter of 1991 to allow the affiliate to rebuild its cash reserves.
6. It is recommended that the board set up a financial committee to constantly review these and other financial policies to insure success.

**This Long-range Plan has been edited for space and style. Contact Charlotte Habitat for Humanity in Charlotte, NC03 for more information.*

(Sample)

**Twin Cities Habitat for Humanity
1991 Plan**
(Twin Cities HFH, Minneapolis, MN)

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I. Mission Statement

“Twin Cities HFH is an ecumenical Christian ministry whose objective is to eliminate poverty housing from the Twin Cities metropolitan area and to make decent shelter a matter of conscience.”

The implications of our mission statement are twofold. One, we will work toward the elimination of poverty housing by building or renovating housing in partnership with those in need of decent housing. Second, we will work to increase awareness of the affordable housing crisis in the Twin Cities. All of our efforts are directed toward fulfilling our twofold mission.

II. Twin Cities HFH Affiliate Board of Directors

A. Organizational Issues

The explosive growth of Twin Cities Habitat for Humanity (TCHFH) has strained the capacity of the existing organizational structure to effectively accomplish its mission. Need exists for greater control over the expenditure of funds, improved utilization of volunteers, development and consistent application of policies, procedures and standards throughout the Twin Cities organization. It is incumbent upon the Board of Directors to create a culture, environment, and organizational structure whereby people can make meaningful contributions to the work of Twin Cities HFH.

To this end, Habitat will retain the services of an outside consultant to assist in addressing the organizational issues associated with our rapid growth. The organizational development consultant will facilitate the decision-making process whereby the affiliate board, area chapters, and staff transform the organization into one capable of building forty to fifty homes per year on a sustained basis. The term of the engagement will be concluded by June 30, 1991 and cost approximately \$10,000. A grant will be solicited to cover the organizational development consultant costs.

B. Board Development

Development of a board that understands its role and responsibilities within an organization is critical to its effective operation. The Twin Cities HFH board has limited time to address the many issues of the organization and must discern between issues of greater and less importance. Board leadership and members must commit the organization's time and other resources to the highest priorities.

Therefore, during 1991, several steps will be taken to strengthen the skills of directors that we may better direct the organization's efforts:

1. A new board member orientation program will be developed that exposes the new director to the area chapter functions, boards and committees, the staff members, the Habitat philosophy, the history of the organization, affiliate committees and members, and Habitat homeowners.
2. A board member package will be created under the direction of the Executive Committee. Recent newsletters and publicity in local newspapers, the most recent annual report, board member names, addresses and backgrounds, area chapter information (including boundaries), the Twin Cities HFH mission statement and Long-range plan and other information will be included in the package. Also included will be a summary of the operations manual, our bylaws, and other policies and procedures that govern the operation of Twin Cities HFH.

The cost of the supplies to develop the board member package will total around \$400.

3. Board development resources from the United Way or a similar organization will be utilized to improve the effectiveness of the board in providing leadership to Twin Cities HFH.

These resources, possibly books or pamphlets, and possibly a speaker, will cost approximately \$500.

4. To better familiarize board members with the work and vision of Habitat for Humanity, board members will receive copies of Millard Fuller's book - *Love in the Mortar Joints*. The cost will be \$100.
5. The board will obtain information on other housing organizations around the country so as to observe different methods of operation and benefit from their experiences.

In addition to enhancing the effectiveness of the board, affiliate board members will commit Twin Cities HFH to increasing the involvement of people of color and ethnic minorities. It is vital that we continue to involve people from the neighborhoods where we carry out our work on our boards and in our committees.

C. Long-range Planning

The development of a comprehensive Long-range plan is needed to guide the annual planning process. The rapid growth of Twin Cities HFH during 1990 and 1991 has clarified the need to develop that plan immediately. However, it is important that it be separated from the 1991 Plan so as not to get bogged down in the discussion of the critical 1991 operational issues.

Therefore, since the Executive Committee has primary responsibility for overseeing the Long-range planning process, it will create a task force during January 1991 composed of board members, area chapter members, and the executive director to develop a long-range plan that looks out to 1995. Among the issues the task force will address are:

- Will Twin Cities HFH continue to define its mission as being two-pronged: to eliminate poverty housing from the Minneapolis-St. Paul metropolitan area and to make decent shelter a matter of conscience? How will the mission be interpreted differently/in the same ways as today? Will the program extend beyond building houses with families to include other family issues?
- How will Twin Cities HFH utilize paid staff, contractors, and volunteers to effectively carry out the work of Habitat? How will Twin Cities HFH continue to be a strong volunteer organization with the active participation of thousands of volunteers?
- How does Twin Cities HFH build the infrastructure to sustain a high level of construction activity that will have an impact on affordable housing in the Twin Cities?
- What level of construction activity is sustainable over a long period of time?

D. Twin Cities HFH Staff

During 1989, Twin Cities HFH completed four units of housing. 1990 will see more than twelve families move into homes completed during this year. Currently, we have eight projects under construction, and others approved. The current level of activity will be sustained and even increased if we are to complete 40 homes during 1991. Several issues will be addressed to enable staff to effectively serve the organization.

1. The Role of Staff

The primary role of staff is to implement on a day-to-day basis the goals and objectives of Habitat in conjunction with the affiliate board and the area chapters.

The executive director is responsible to the affiliate Board of Directors and is the chief operating officer of the organization. He or she is responsible for directing the standing committees, carrying out the mission and goals of Twin Cities HFH as established by the affiliate Board of Directors. Although the executive director is empowered to make many of the operational decisions of the organization, the affiliate board is responsible for establishing policy.

The executive director is responsible for ensuring that policies, procedures, and standards are followed throughout the organization.

In addition, the discussion of the organizational issues with an outside consultant may impact the roles and responsibilities of the staff. Any recommendations forthcoming from that process may modify the above.

2. **Staffing Requirements**

The demands on staff have increased greatly during the past year and will continue to increase during 1991. Some of the factors requiring staff attention include the ever increasing number of homeowners (already more than twenty), the greatly increased level of sustained construction activity, legal issues, more volunteers to train and provide with a meaningful experience, increased management demands due to a larger incoming and outgoing correspondence.

Therefore, the executive director will create and submit for Board approval a staffing structure that will support the goals defined in the "Twin Cities HFH 1991 Plan." Stephen Seidel will define the reporting structure and primary responsibilities of the staff, both paid and volunteer, who will report to him. The plan anticipates an increase in full-time paid staff as well as volunteer staff.

3. **Staff Training**

Increased emphasis will be placed on strengthening the skills of our existing staff. Local seminars or courses will be taken related to volunteer management, construction practices and standards, personnel management and time management.

4. **Administrative Budget**

The executive director will submit a detailed budget for 1991 at the December Board of Director's meeting.

E. Development (Fund Raising)

1. Twin Cities HFH will raise in excess of \$440,000 by December 31 for the 1990 year, an increase of more than 80% from 1989. Several factors account for the increase:
 - a. The funding community's awareness of the uniqueness of Twin City HFH's program for making home ownership affordable to families with poverty level incomes has increased largely as a result of the labors of Stephen Seidel. Foundations, corporations and churches have responded beyond our expectations to the opportunity to address the affordable housing issue in the Twin Cities.
 - b. Affordable housing is a high profile social issue at this time. HFH's program is seen as an effective and appealing response to the crisis.



- c. Area chapters have begun to mature and as a result have increased their construction activity. Five area chapters were active in their neighborhoods, increasing the visibility of the program. Our development effort has benefited from that activity.
 - d. The visibility of Habitat’s efforts in the Twin Cities has increased during the year. In addition to the increased construction activity of the area chapters, significant publicity accompanied Rosalyn Carter’s visit to 425 Goodhue in St. Paul. Regular coverage by KARE-11 of the renovation of 3444 5th Avenue South in Minneapolis and the coverage in the Star-Tribune of the Prince of Peace/Our Savior’s Lutheran Churches blitz build at 2641 17th Avenue South in Minneapolis also served to increase the visibility of Habitat’s work. Again, this aided fund raising.
 - e. The commitment of individual board members to supporting Habitat personally as well as supporting the development efforts throughout the year
1. The renovation or construction of forty homes during the 1991 year will place tremendous demands on the board and Development Committee to raise the necessary funds. The funds needed to support our efforts will total approximately \$1.5 million.

Following is a breakdown of revenue by funding source:

Source	1991 Plan	1990 Estimate
Foundations/Corporations	\$ 650,000	\$ 200,000
Churches	550,000	95,000
Individuals	200,000	105,000
Mortgage Payments	40,000	18,000
Special Events	60,000	22,000
Total Revenues	\$ 1,500,000	\$ 440,000

a. Foundations/Corporations

Discussion is underway with certain foundations to become major partners in the work of Habitat. Lutheran Brotherhood support may amount to as much as \$150,000 during 1991. Funds will probably come as a match to Lutheran church contributions. The exact amount and specifics of the program are still being formulated.

We anticipate that most foundations that supported Twin Cities HFH during 1990 will continue or even increase their support.

Other opportunities for partnership exist with some of the larger foundations in Twin Cities, as well as many smaller foundations. These funds will most likely be designated to particular projects.

b. Churches

Churches will continue to provide the largest part of the volunteer base for Habitat. In addition, funds from churches may total \$550,000. While this appears to be more than a five fold increase, not all of this support will come as cash. The Development Committee anticipates that \$300,000 of this amount will come from ten churches or groups of churches that will “adopt-a-house.” These ten groups of

churches may conduct blitz builds or take ownership for a renovation under the guidance of an area chapter, but in both cases, the group of churches will provide the volunteers, materials, and funds for supervision or contracted labor. If fewer churches enter this program, Habitat will end up building fewer houses overall during 1991, but there would not be a revenue shortfall due to less church participation.

Therefore, the comparable cash funding from churches must still increase from \$95,000 during 1990 to \$250,000 during 1991.

c. **Individuals**

Individual giving is targeted to increase 100% from \$105,000 to \$200,000. Several large gifts that were received during 1990 cannot be counted on to reoccur during 1991. Therefore, assuming our existing regular giving base will continue at the 1990 levels, a more accurate figure relating to the 1991 increase is \$125,000.

While this appears unrealistic at first, two factors put the target within reach. First, Twin Cities HFH has a very loyal base of individual supporters. Very few fund-raising appeals go out, yet a regular giving comes in. The opportunity to increase the level of giving of these supporters is great.

Second, Twin Cities HFH has never before had in place a concerted individual giving effort that sought to increase both the size of our support base and increase the frequency of giving. 1991 Development efforts will be coordinated with the Publicity and other committees to take into account other mailings to individuals on our list. A high priority is being placed on cultivating new donors

The Development Committee is planning a fund-raising kickoff during February held in downtown Minneapolis at Lutheran Brotherhood with Millard Fuller making a special visit. This will be a major event at which several hundred people are expected. The fund-raising campaign will conclude several months later.

d. **Mortgages**

By the beginning of 1991, Habitat will have more than twenty homeowners making monthly payments on their mortgages. Adding in new homeowner payments during 1991, we anticipate \$40,000 in 1991 going to build more homes as a result of existing homeowners payments.

e. **Special Events/Other**

During 1990, Habitat raised \$17,000 from the sale of assets that were donated. This may recur during 1991, but we are unsure. Most of the \$60,000 is anticipated to be raised from T-shirt sales, concerts, walks, or other publicity events.

The Development Committee estimates \$6,000 will cover the cost of its fund-raising activities during the next year.

F. Treasury and Financial Control

The Treasurer has outlined his plans for 1991. They include:

1. Establishment of an imprest system prior to the 1990 year end. During 1991, this will be enforced and improved as necessary.

2. Enhance accounting systems to ensure the accurate accounting and reporting of a greatly increased level of construction activity.
3. A purchase order control system will be established during the first quarter of 1991 to be used for all major purchases for site accounts.
4. Improving management controls by:
 - Implementing an improved project reporting system by the end of the first quarter 1991.
 - Conducting post project audits. Final project costs will be reported versus budget for the Board to review.
5. Improving the tracking and reporting of in-kind donations by the end of the second quarter.
6. Creating and establishing a perpetual inventory system for maintaining an accurate inventory of materials and supplies held for construction in our warehouse facilities by the end of the first quarter.
7. Improving the existing homeowner escrow process.

G. Human Resources

The Human Resources Committee serves as a sounding board for staff related to their employment concerns. The committee also provides guidance in the area of volunteer management. During 1991, they will work with the executive director to create job descriptions for each staff position and establish performance standards for those positions. The committee will also ensure that performance reviews are conducted.

In 1991, the committee will assist the volunteer recruitment effort and clarify for Habitat and our volunteers our stated volunteer practices.

Personnel records will be standardized. In addition, the committee will place greater emphasis on staff training and development.

The Human Resources Committee will also explore the possibility of forming a Church Advisory Committee to strengthen relations with Habitat and the faith community in the Twin Cities.

H. Publicity

The primary responsibility of the Publicity Committee is to promote, enhance and enlighten public awareness of the mission of Twin Cities HFH.

The following are the major goals for 1991:

1. Produce a new Twin Cities HFH introductory brochure.
2. Produce a quarterly newsletter.
3. Produce the 1990 Annual Report by June 30, 1991.
4. Develop a t-shirt logo.
5. Develop publication contacts especially with neighborhood religious publications.

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6. Provide several speakers bureau training seminars to Habitat volunteers throughout the 1991 year.
7. Increase the number of functions at which Twin Cities HFH has a booth.
8. Work more closely with area chapters to develop a comprehensive publicity plan which coordinates affiliate efforts with chapter efforts.

I. Family Nurture

The ongoing relationship between Twin Cities HFH and Habitat homeowners needs clarification and direction throughout the organization. The increasing number of homeowners is utilizing an increased amount of staff time. The Executive Committee recommends that a board member chair a task force to examine the issue and present alternatives to the board concerning long term family nurture at the May 1991 board meeting.

J. Large Development Projects

Blitz building has been a frequently mentioned method of increasing the level of construction activity during 1991. The assumption is that churches will provide the funds, volunteers and materials to carry out the work. However, the time required of experienced Twin Cities HFH personnel, either staff or volunteers, will be significant. For example, the Our Savior's Lutheran /Prince of Peace Lutheran blitz build during June 1990 was in the planning stages for eight months prior to beginning excavation.

Therefore, in 1991, the Executive Committee recommends that a staffing plan be developed that will support major projects, including blitz builds and/or large, multi-unit development projects.

K. Jimmy Carter Work Project

If Twin Cities Habitat is selected as the site of the 1992 JCWP, major planning efforts will need to begin during the second quarter of 1991. No further plans will be made until a decision has been reached by Habitat International.

L. Collaborative Efforts

Possibilities for joint efforts to address affordable housing issues are under consideration with MICAH (the Metropolitan Interfaith Council on Affordable Housing) and Justin Properties on a project in St. Paul. Possibilities for collaboration with MICAH are being examined by the Executive Committee while staff and the St. Paul North Area Chapter are coordinating efforts with Justin Properties. In addition, a joint effort with the Alliance of the Streets to address the issue of homelessness is under consideration.

Supportive working relationships with the building and construction trades unions will be a goal during 1991.

M. 1991 Budget

Don Dratsch and Stephen Seidel will develop a budget for review, discussion, and approval at the January board meeting.

III. Area Chapter Plans

Area chapters have primary responsibility for site selection, building construction and renovation, and family selection as defined in 1988 the “Structure Document” and adopted by the Twin Cities HFH Board of Directors.

The Executive Committee recommends that the board approve forty projects as the 1991 goal for Twin Cities HFH. They will be located in the following chapters as listed.

A. North Side—Minneapolis

Project Plans: 17 houses

B. North Area—St. Paul

Project Plans: 11 houses

C. Phillips—Minneapolis

Project Plans: 4 houses

D. West Area—St. Paul

Project Plans: 4 houses

E. Northeast Suburban

Project Plans: 2 houses

F. Dakota County

Project Plans: 2 houses

G. Future Expansion

Twin Cities Habitat will not actively work in any particular communities to encourage formation of additional chapters. However, interest already exists in several communities in the Twin Cities. Therefore, it is possible that up to two area chapters could be added during 1991.

Experienced Habitat volunteers will be used to guide and assist potential groups in forming area chapters. Affiliate and area chapter board members are likely candidates to assist with this effort.

(Sample)

Monthly Committee Report (Houston HFH, TX)

To the Board of Directors

Committee Name: _____ Date: _____

Program Plan Objectives for this month:

- 1.
- 2.
- 3.

Accomplishments during this month:

- 1.
- 2.
- 3.

Problems we are working on:

- 1.
- 2.
- 3.

Board action requested (use attachment or back of form if necessary).

Please attach this to your monthly minutes and send them to the Houston HFH office as soon as possible after your monthly meeting! Many thanks!

(Sample)

Quarterly Committee Report (Houston HFH, TX)

To the Board of Directors

Date of Report: ___ January ___ April ___ July ___ October Year: _____

Area: ___ Administration ___ Building ___ Community ___ Involvement
 ___ Families ___ Fund-raising ___ Sites ___ Public Relations ___ Volunteers

Committee: _____

Chairperson/Co-chairperson: _____ Board Rep: _____

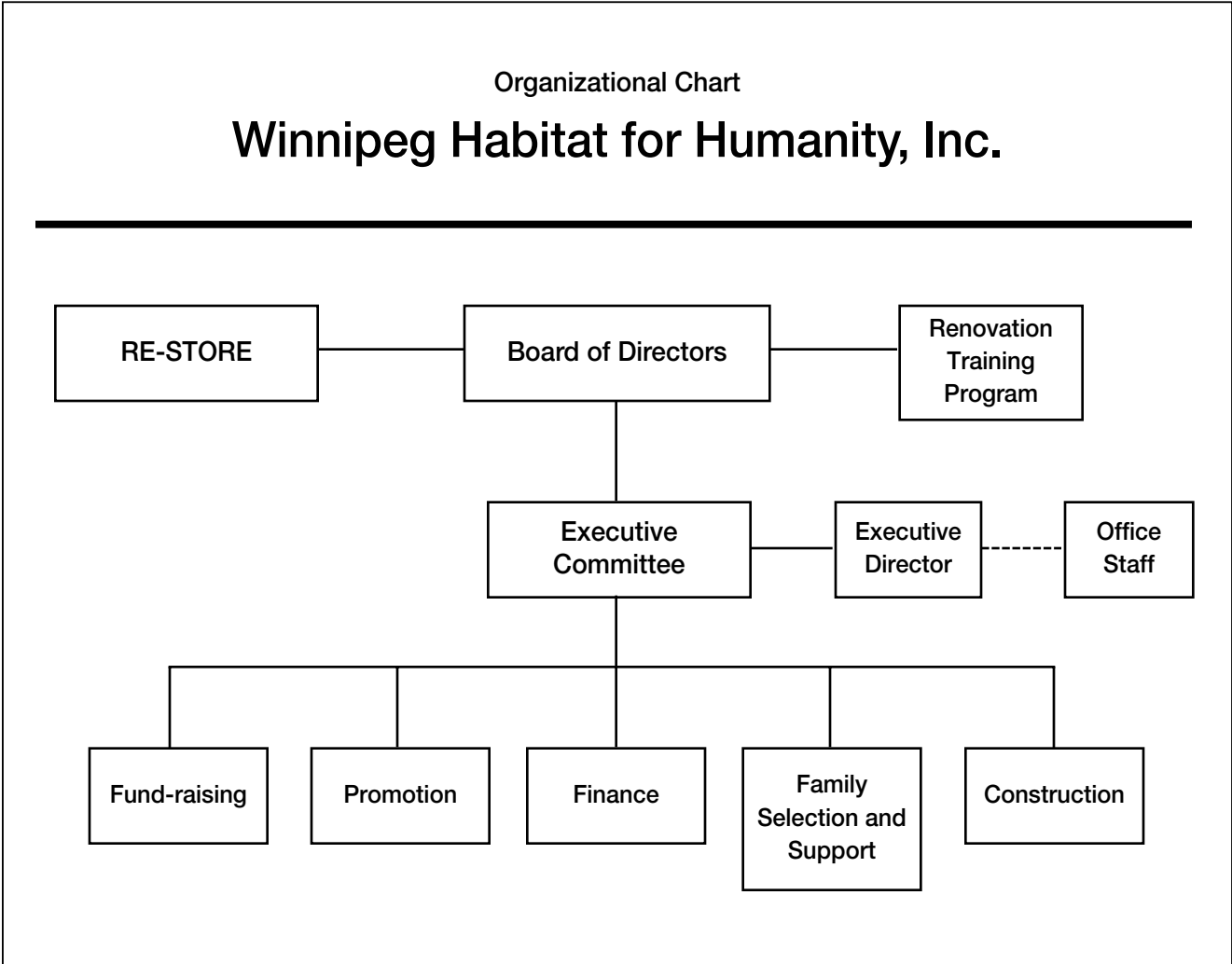
Existing subcommittees and coordinators: (please list)

Volunteer Status

1. How many members? _____ Advisors? _____ Family Volunteers? _____
2. What top three volunteer positions exist in this committee? (please list)
 - a.
 - b.
 - c.
3. What jobs are available for family volunteers? (please list)
 - a.
 - b.
 - c.
4. How many new participants since last quarter? _____
5. When and where is your monthly meeting? _____
6. What was major accomplishment last quarter? _____
7. What is major action for next quarter? _____
8. Is your budget adequate for needs? _____
9. Please attach written committee coordination reports and return at the next leadership development program (held quarterly). Thanks!

(Sample)

**Organizational Chart Showing Committees
and Their Functions**
(Winnipeg HFH, Inc., Canada)



Staff Functions

Office Manager

- Coordinate all office mailings: thank you letters, tax receipts, and fund-raising appeals
- Maintain mailing/donations records
- Maintain volunteer database
- Orientate, train, and supervise office volunteers
- Create an information packet for volunteers
- Assist in evaluating volunteers
- Order office supplies and keep track of inventory
- Look after phone and fax records
- Set up office files/archives

Project Manager

- Obtain building permits
- Arrange service hook-ups
- Develop take offs for each specific house
- Make individual house budgets
- Organize materials on site
- Assist in solicitation of building materials and trade labor
- Maintain year to year records of individual trade and supplier donations
- Organize building trades
- Assist the building committee in coordinating, recruiting, and orientating house coordinators
- Secure home insurance
- Be involved in planning and pricing homes with partner families

Executive Director

- Make fund-raising contacts
- Record contacts with foundations and major donors
- Make presentations to churches, service clubs, business organizations, foundations, and trade unions
- Orientate board members
- Cultivate churches in the church covenant program
- Write grant proposals
- Pursue land development and assembly
- Plan and implement media plans which involve press releases, phone follow-ups, on-site interviews and events and PSAs
- Write and distribute promotional material
- Oversee thanking donors
- Oversee work on budgeting and cash flow
- Assist in hiring, evaluating, and terminating staff

These functions are not the Executive Director's job:

- Recruiting new Fund Raising Committee members
- Recruiting new board members

Administrative Assistant

- Coordinate speakers bureau
- Assist director with media campaigns
- Maintain up to date lists of media contacts
- Generate thank you letters and other mass mailings

Family Support Coordinator

- Keep track of sweat equity

Volunteer tasks

- Sending board and committee minutes to members
- Assist with mailings
- Assist in maintaining volunteer database
- Assist office manager as needed with filing, archiving, and phone and fax records

Areas to delegate

- Money/donations
- Individual interest in board and committees
- Homeowner application process
- Speakers bureau
- Volunteer inquiries
- Sweat-equity/escrow/homeowner payments

Human Resources Appendixes, Section III

(Sample)

Volunteer Job Description Form

[This form can also serve as a request form to the volunteer coordinator.]

Committee: _____ Work area: _____

Contact person: _____ Phone: _____

Request date: _____ Supervisor: _____

Ongoing: ___ Special project/event: _____ When: _____

Position title: _____

Position description: _____

Special skills and abilities needed: _____

Job site and address: _____

Training to be provided: _____

Duration, days, and times needed: _____

Comments: _____

(Sample)

Vista Job Descriptions

(Pensacola HFH, FL)

Job descriptions are developed as a part of the VISTA sponsoring organization's application. Your state ACTION office will provide you with a sample copy of a completed application.

Job Position #1: Resource Development Coordinator

Area of Focus

This individual will be responsible for resource development and public relations activities associated with Pensacola HFH.

Responsibilities

1. Works closely with the board in developing a fund-raising/public relations plan, including short- and long-range goals.
2. Coordinates the resource development/public relations activities of Pensacola Habitat with other community groups
3. Identifies and develops coalitions, with the approval of the board, with other groups in the community
4. Develops a comprehensive listing of local, state, regional, and national funding sources and initiates contact with same
5. Attends local meetings as a representative of Habitat
6. Enlists the aid of the board members and others in developing public relations materials to be used in increasing the visibility of Pensacola Habitat in the community
7. Endeavors to secure ongoing financial support to enable continuation of services after the VISTA project is completed.

Reports to: President/Acting Director

Skills and Qualifications

Three years and demonstrated experience in fund-raising/public relations. A degree in the field of public relations is desirable, but not required. The individual should have an understanding of the Pensacola community and be familiar with the service network that serves low-income families.

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Job Position #2: Construction Coordinator

Area of Focus

This individual will be responsible for recruitment of community volunteers and construction coordination for projects undertaken by Pensacola HFH.

Responsibilities

1. Recruits volunteers for labor required for construction/renovation of homes for poverty-level families
2. Acquires needed materials for home construction/renovation
3. Coordinates, with the assistance of the project committee, on-site construction of homes by community volunteers, including coordinating delivery of materials to the work site
4. Assists with the project committee, the development of long-range strategies for the acquisition of building materials at low or no cost from manufacturers and suppliers
5. Assists in recruitment of skilled builders from the community to train and assist unskilled volunteers in various building trades
6. Works with new homeowners to enable them to do future home maintenance and repair
7. Works closely with the Land Acquisition Committee in developing long-range site acquisition plans for submission to the Board of Directors.

Reports to: President/Acting Director

Skills and Qualifications

Five years of demonstrated experience in all areas of home construction. This individual must have a working knowledge of materials required in the construction of homes and all relevant codes required for home construction. In addition, this individual should possess experience in selection and coordination of volunteers.

(Sample)

Affiliate Calendar

(HFH of Wake County, Raleigh, NC)

Event/ Format	Purpose	Timing/Relation to Other Events	Who Is Responsible
Annual board retreat	<ol style="list-style-type: none"> 1. Evaluate strengths and weaknesses 2. Evaluate past year's business plan and <i>Affiliate Covenant</i> 3. Set one- to two-year goals 4. Assign tasks needed to complete goals 	After nomination process is complete and before new board term begins	President
Dinner/ worship service	<ol style="list-style-type: none"> 1. Fellowship enhancement 2. Spiritual grounding 3. Formal volunteer appreciation 	Flexible	President
Annual Regional Conference	<ol style="list-style-type: none"> 1. Continuing education 2. Spiritual grounding 	Late summer/early fall	Regional director
Orientation meeting	<ol style="list-style-type: none"> 1. Orient new committee members 2. Fellowship enhancement 	Early in business year (Jan./Feb. if on calendar year) or as needed	President and committee chairpersons

(Sample)

Affiliate Request for Volunteer
(HFH International, Americus, GA)

Date: _____

Affiliate: _____

Position (check one):	<input type="checkbox"/> Project director	<input type="checkbox"/> Office manager
	<input type="checkbox"/> Construction supervisor	<input type="checkbox"/> Secretary/clerical
	<input type="checkbox"/> Construction worker	<input type="checkbox"/> Fund-raising
	<input type="checkbox"/> Volunteer and work camp coordinator	<input type="checkbox"/> Public relations
		<input type="checkbox"/> Other

Job description: _____

Skills needed: _____

Minimum length of service: _____ (please specify in months)

Support Provided by Affiliate

<input type="checkbox"/> Housing	<input type="checkbox"/> Stipend	<input type="checkbox"/> Modest Salary
<input type="checkbox"/> Transportation	<input type="checkbox"/> Insurance	

Other comments: _____

Contact Person at Project

Name: _____

Address: _____

Telephone: (____) _____

Return this form to Habitat for Humanity International, Human Resources, 121 Habitat Street, Americus, GA 31709-3498. Appropriate applicants will then be referred to your affiliate.

Please notify us when a position is filled or if you are not interested in the applicant.



(Sample)

Volunteer Assignment (Houston HFH, TX)

Dear _____:

Thank you for your continuing interest in Houston Habitat for Humanity. Your completed volunteer survey has been received and we have given careful thought to matching your interests and skills to an assignment in one of our eight working areas.

Your committee assignment: _____

Regular meeting is: _____

Next meeting: Date _____ Time _____

Place _____

Chairperson is: _____ Phone _____

Membership coordinator: _____ Phone _____

We value our Habitat volunteers greatly and we ask that you attend a volunteer orientation if you have not done so. A vital part of volunteering is to know the Habitat philosophy and how the work you will be doing is part of our mission of developing persons and building homes in partnership with low income families. We will let you know the exact date of the quarterly Orientations in January, April, July and October. Our next scheduled orientation is: _____ [time] _____.

_____ [place] _____.

Representatives from our eight program areas will highlight volunteer opportunities and give you an overview of the total scope of Habitat. Following the meeting at approximately _____, there will be a guided tour of our building site on _____.

Habitat is a growing and changing organization, and our volunteers are dynamic people with the normal life changes. Accordingly, when you have been active on your committee for 3 months, we would like you to determine whether this is indeed the best placement for you. If not, we would like to reassess and reassign you to one of the other work areas. We try to initiate this follow-up, but please feel free to call at any time to discuss a reassignment.

Welcome to Habitat! You bring a blessing to us and are truly an answer to many prayers.

Cordially,

Volunteer Coordinator

(Sample)

Recognition is Good Program Management (Oregon State University Extension, Family Community Leadership)

Standard

Well-planned recruitment efforts targeted at populations that are needed.

Complete, up-to-date applications with enough information to tell you if an interested volunteer might be appropriate for your program.

Thoughtfully developed job description reflecting the true needs of your program (involving staff in developing these helps bridge gaps and build partnerships).

Sensitive screening and placement procedures matching a volunteer's, time, skills, and interests to jobs suited to them.

Appropriate orientation and training providing information about your agency, its role and area related to the volunteer's job. Workshops, films, articles and books are added specials.

Accurate record-keeping systems to include time sheets, program evaluations.

Ongoing supervision and support can take the form of everything from regular meetings to informal coffee breaks for discussing the volunteer's progress.

Regular volunteer evaluation to let volunteers know how well they are doing, to help them plan for employment or educational opportunities or movement to other volunteer positions."

Consistent public relations program, keeping the community aware of volunteers' accomplishments. Advocating support for your program.

Annually planned recognition, some effort specifically dedicated to saying "thank you."

What This Tells Volunteers

"We are looking for you."

"We are asking for your help."

"We are interested in finding out who you are."

"What kind of person you are is important to us."

"We expect great things from you!"

"We need your help."

"We value your efforts."

"We want this to be a good experience for you."

"We are willing to help you do your best."

"Your contribution is worth something to us."

"Your opinion is important."

"We not only feel your input, we can measure it."

"Your volunteer involvement is tangible."

"We want you to grow."

"We are proud of you!"

"You are very special."

"Thanks again."

(Sample)

How and Why Recognition Should be Given

(Oregon State University Extension, Family Community Leadership)

How Recognition Should be Given

- Personal praise to the volunteer on the job.
- Letters and postcards of thanks and informal certificates of appreciation.
- Asking the advice of volunteers—especially effective when advice is followed!
- Including volunteers in planning meetings.
- Identification pins, buttons, t-shirts.
- Recognition of a special contribution in newspaper, bulletin board, or in a staff meeting or one-to-one conversation.
- Giving the volunteer a more complex assignment.
- Telling the “powers that be” of the volunteer’s contribution (letter of recommendation that can be used as reference).
- Newspaper publicity and photos.
- Special award nomination—invitations to annual award function.

Why Recognition should be Given

- For interest shown by the volunteer
- For dependability, promptness, usefulness
- For initiative on the job
- For quality on the job
- For quality and continuance of services
- For extraordinary service given—over and above the call of duty
- For completing a job
- For — _____ [other] _____

(Sample)

Volunteer Recognition Service
(HFH of Wake County, Raleigh, NC)

Third Annual Dinner
September 20, 6:30 p.m.
White Memorial Presbyterian Church
L. C. Bruce, Vice President, Master of Ceremonies

Blessing:	Rev. Cliff Buckrham, <i>Board of Directors</i>
Dinner Concert:	Moravian Brass Ensemble
Devotion:	Rev. Michael Ferrell, <i>Habitat Homeowner</i>
Overview of Habitat for Humanity International:	Sandra Graham <i>South Atlantic Regional Director</i>
Special Music:	Pondories Nesbitt "Let Me Build Your House"
Habitat Testimonies:	Alberta Williams, <i>Habitat Homeowner</i>
	Dr. Tom McGuire, <i>Executive Director Fletcher Foundation</i>
Volunteer Recognition:	Dewey Alley <i>President</i>
Closing Comments and Benediction:	Rev. Rick Beech, <i>Executive Director</i>

(Sample)

Recognition Plan

A successful recognition plan accomplishes two major goals: 1) It makes volunteers feel appreciated and 2) It motivates volunteers to further growth and development. Following are three key elements that make a recognition plan successful.

1. The plan must be user oriented and personalized. Individual volunteers differ from one another in many ways:
 - Age
 - Background
 - Income
 - Lifestyle
 - Motivation
 - Needs
 - Skills
 - Wealth
2. The plan is ongoing, flexible, and satisfies the volunteers' needs.
 - Ask volunteers and other donors what is appropriate
 - Beware of stereotypes
 - Examine traditions
3. The plan reflects the organization's philosophy and long term goals.
 - Satisfied volunteers bring new volunteers on board.
 - Retaining present volunteers is more cost effective than recruiting and training new volunteers.
 - Recognition for coworkers and other partners is a meaningful expression of Christ's love.

Recognition of Donors and Volunteers

Points to remember:

1. Each and every donor should receive an acknowledgement of his/her gift within 48 hours.
2. Use the media to acknowledge donors' and volunteers' efforts. Almost all donors need and want to see their name in print.
3. Notify the donor of any publicity surrounding a contribution or in-kind donation.
4. Personalize gifts for donors at the upper levels. Avoid using off-the-self items (i.e. pens, plaques, etc.) Select an item with significance for the donor/volunteer.
5. Keep donors informed of your affiliate's accomplishments and needs. Help them to see the whole picture.

Suggested Ways to Recognize Volunteers and Donors

- Media coverage—emphasize how this donor/volunteer has made a difference in the program. What makes this person stand out? For example, assign a dollar value to time donated and highlight the savings to the project.
- Send copies of news releases/articles to the home office and NFCA Headquarters.
- Include support by fraternal in public relations brochures, videos, slide shows, etc.
- Include a profile on the organization/individual in newsletter. Be sure to include the organization's logo and address.
- Keep track of time worked and funds contributed. Recognize by printing in newsletter or posting on office bulletin board or at job site.
- Establish volunteer of the week, month, or year awards. Publicize and recognize the winners. Share the news with other volunteer organizations for publications.
- Thank volunteers on marquees or bulletin boards in town. Marquees are generally free and bulletin board vendors prefer not to have blank boards and are sometimes receptive to public service announcements.
- Present a photo of the finished house and recipients to the local unit and the home office.
- Encourage affiliates to establish a volunteer bulletin board. Post photos of volunteers and list organizations. Can display in office or at job site.
- Thank you notes from families to volunteers. Send a copy to home office.
- Letter of commendation from Affiliate Board of Directors to local unit and home office.
- Wall plaque noting service.
- Letters to family members and home office thanking them for sharing the volunteer.
- Nominate for area, state, or national award programs.
- Invite to serve on Board of Directors.
- Include in annual recognition dinners. Invite society representative to be a speaker or presenter.
- Editorial in local newspaper thanking the volunteer group for their support. Highlight how insurance company/industry is doing its part to help those in need.
- For individuals or small groups, kidnap from home or work place (with advance permission of supervisor) and treat to special meal or excursion (i.e. play, ball game, etc.)
- Create a traveling symbol of gratitude, a plaque, or trophy. Present and rotate among donors/volunteer groups. "Special Thanks From XYZ Habitat Affiliate." "You are the Greatest."
- During volunteer week have mayor proclaim and recognize group's efforts.
- Allow volunteer group representative to initial sidewalk, mail box post, or other permanent fixture with name and year.

Certificate of Appreciation

Hereby honors

For giving excellent service and support to

this _____ day of _____, 19 ____

III
A

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Resources on Volunteer Recognition

The following are available from:

Volunteer Readership

P.O. Box 221586

Chantilly, VA 22022-1586

800-272-8306

McCurley, Steve and Rick Lynch. *Essential Volunteer Management*. \$9.95.

Moore, Larry E., ed. *Motivating Volunteers*. \$10.00.

Vineyard, Sue. *Beyond Banquets, Plaques, and Pins: Creative Ways to Recognize Volunteers and Staff*. \$6.00.

Vineyard, Sue. *Secrets of Motivation: How to Get & Keep Volunteers and Staff*. \$8.00.

_____. *Volunteer Readership*, a free resource catalogue featuring promotional items and publications for volunteers.

Brillhard, Rebecca ed. *Accent on Recognition: Saying Thank You to Donors & Volunteers*. Order from:

Philanthropic Gift

P.O. Box 10214

Silver Spring, MD 20914

301-680-6132

Free Publication

(Sample)

Volunteer Motivation and Recognition

(Oregon State University Extension, Family Community Leadership)

Instructions: The affiliate is to rate itself as if it were a volunteer for each of the following areas of concern which may contribute to volunteer satisfaction.

	Not important to me	Neutral	Most meaningful	Extremely important
Job description, carefully done				
Job assignments, carefully planned				
Job designed to meet affiliate needs				
Job designed to meet volunteer's needs				
Assignment clearly needed				
Assignments that have tangible results of measurable progress				
Regular assignments and times				
Adequate physical surroundings and supplies				
Free coffee				
Free lunch				
Reimbursement for transportation, parking, etc.				
Child-care provisions				
Orientation to affiliate				
Training for assignment(s)				
Ongoing training for volunteers				
Challenging assignments				
Continuing opportunities to learn				
Inclusion in workshops and conferences				
Inclusion in affiliate training				
Inclusion in staff meetings				
Inclusion in staff social events				
Participation in planning				
Participation in affiliate evaluation and goal setting				
Staff training in working with volunteers in partnership				
Personal interaction with supervisor				

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	Not important to me	Neutral	Most meaningful	Extremely important
Personal interaction with other volunteers				
Personal interaction with volunteer coordinator				
Staff knows and uses your name				
Evaluation and feedback				
Being told "thanks" frequently				
Being told "job well done" frequently				
Being told you were missed when absent				
Social events, coffees, dinners				
Yearly letter of thanks				
Letter of thanks at termination				
Thank-you notes				
Certificates				
Awards, pins, plaques				
Gifts				
Recognition days or weeks				
Contests—"The Best Volunteer"				
Community newspaper articles about your work				
In-house newsletter articles about your work or self				
Promotion within volunteer program				
Letter(s) of reference				
Files recording history of work, hours, etc.				
Recognition based on:				
a. Level or class of work				
b. Number of clients served				
c. Money saved affiliate				
d. Quality of work done				

(Sample)

Volunteer Orientation Evaluation (Houston HFH, TX)

Orientation date: _____

Your name: _____

Please list the positive aspects you feel should be repeated:

Please list areas you feel need more development in future:

Please list what follow up 1) you will do and what follow up 2) others (identify whom) will do:

Please list anything done that you feel should not be repeated:

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Volunteer Orientation Evaluation — page 2

Please list additional comments here:

Please list names of new volunteers with whom you are “Following Up” to be a working part of your area/committee:

Please return these two (2) pages to me by the end of the week following the orientation. Your opinions on the orientation and prompt attention in seeing these new enthusiastic volunteers are fully integrated, is our assurance of the future growth of Houston Habitat.

Thank you again for your vital contribution to the complete Houston Habitat story at the orientation.

My gratitude and thanks,

[Name]
Volunteer Coordinator

(Sample)

Nomination Form

(Houston HFH, TX)

Committee Volunteer Recognition December 15, 1992

Deadline to be received in Habitat office: November 15, 1992

Criteria

1. One volunteer from your program committee area.
2. Nominee will have demonstrated an ongoing commitment to the mission of Habitat, and the work of your committee in particular, for a minimum of six months.
3. "New" nominees are encouraged—those who have not yet received any Habitat volunteer recognition.
4. Nomination must include a written summary profile of the criteria used to select and why he/she deserves to be recognized.
5. Input from the entire committee is desirable.

Nominators

Program Committees:

Administration	Building
Community Development	Family Nurturing
Family Selection	Fund-raising and Finance
Public Relations and Special Events	Site Selection and Development
Volunteer Coordination	

Recognition **within** your committee by leadership and by the members, one to another, throughout the year is vital! Habitat plans committee volunteer recognition, based on the above criteria, only one time a year, usually in the spring around House-Raising Week Worldwide.

(Sample)

Executive Director Job Description

(Waco HFH, TX)

Title: Executive Director, Waco Habitat for Humanity

Reports to: Waco HFH Board of Directors

Job Summary: The executive director provides overall executive leadership of the affiliate in accordance with the direction, policies, and objectives set by the affiliate board.

Responsibilities and Duties

- 1. Recruiting and training of board members**
 - a. Provide nominations for prospective board members to the nominating committee of the Board of Directors.
 - b. Work with the chairperson of the board in coordinating new board member's orientation.
 - c. Arrange training opportunities for board members and volunteers.
- 2. Provide leadership for fund-raising and public relations program**
 - a. Work with the Fund-raising Committee to establish fund-raising strategy and assist in its implementation.
 - b. Represent Habitat to interested communities, churches, foundations, civic leaders, etc., and provide for visibility of Habitat in the surrounding area.
- 3. General administration**
 - a. Hold chief administrative responsibility for public accountability of the affiliate and provide regular reporting to the board.
 - b. Authorize expenditures within the budget provided by the board and advise the board and finance committee of budget problems and future needs. Should help provide a proposed budget when requested.
 - c. Administer and manage the Habitat office.
 - Handle the management and expansion of the affiliate's physical facilities.
 - Assure the maintenance of an adequate filing system and proper record retention.
 - Supervise and direct key staff in the performance of their duties.
 - Provide for regular office hours.
 - d. Work with and stay fully informed of the activities of the committees and serve as a communication link among the various committees. Help insure that various Habitat policies (family selection criteria, house design criteria, sweat-equity policy, affiliate covenant) are being faithfully carried out.

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- e. Provide for the coordination of volunteers.
- f. Assist the president in the preparation of the agenda for board meetings.
- g. Communicate regularly with the Habitat regional office.

Qualifications

1. Experience in nonprofit administration and fund-raising.
2. Ability to speak publicly.
3. Excellent skills in relating to people in business, religious, political, and low-income communities.
4. Familiarity with house construction.
5. Ability to write clearly.
6. B. A. degree or its equivalent.
7. Familiarity with Habitat for Humanity affiliate program.

Time Requirements

Forty hours per week. Must be available for evening and weekend meetings and events.

(Sample)

Construction Supervisor Job Description (HFH of Wake County, Raleigh, NC)

Basic Function

The supervisor is responsible for the coordination of sponsors, labor, subcontractors and materials necessary in the construction of all assigned units.

Responsibility and Authority

1. The supervisor shall review plans, specifications, and construction sheets in order to be familiar with the steps to be taken to construct homes with good quality, at the lowest cost and shortest time possible.
2. The supervisor shall work with the production manager to select subcontractors.
3. The supervisor shall have authority to hire and fire necessary labor and subcontractors.
4. The supervisor must obtain approval from the production manager before entering into an agreement with the subcontractor that exceeds the budget.
5. The supervisor shall coordinate the delivery of all material, checking against purchase orders.
6. The supervisor shall coordinate the work of all subcontractors and labor.
7. The supervisor shall be responsible for having the right amount of material, labor, and subcontractors on the job at all times.
8. The supervisor shall inspect each phase of work to determine that it is of acceptable quality and that each trade is finished on schedule.
9. The supervisor shall be responsible for approving all completed purchase orders and subcontractor pay requests.
10. The supervisor shall mark the schedule report daily and report same to production manager weekly.
11. The supervisor shall be responsible for verifying plans, estimates, construction sheets, and report discrepancies to the production manager.
12. The supervisor shall be responsible for the job until 100% complete and sold to homeowner.
13. After closing, the supervisor shall be responsible for: improper drainage in yard, leaky basements, water under crawl space, and assisting in getting subs to do warranty work in a timely manner.

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Reports to:

Production manager, executive director

Cooperates with:

Subcontractors, program assistant, construction coordinator, executive director, Building Committee, production manager, house sponsors, homeowners

(Sample)

Program Coordinator/Office Manager Job Description

(HFH of Wake County, Raleigh, NC)

General Function

Responsible for providing support to the Family Selection and Family Nurturing Committees, coordinating new volunteers, and managing the office.

Specific Responsibilities

1. Assist in the selection of families for home ownership:
 - Talk to prospective applicants
 - Send out application
 - Make initial phone call
 - Enter applicant in the computer
 - Send references
 - Pursue and obtain references
 - Obtain credit reports
 - Provide initial evaluation
 - Prepare packet for screening
 - Prepare packet for home visit
 - Attend home visit meetings in order to clarify any information or relay any concerns
 - Assist in preparing report to board
 - Notify new partners
 - Send rejection letters
 - Revise application, references, and other family selection forms as necessary
 - Finish adding applications thus far received into computer system
 - Create reports as needed for meetings, evaluations, etc.
 - Maintain computer filing system for family selection
 - Establish a training manual for the Family Selection Committee; help to implement this training

2. Assist in nurturing selected families:
 - a. Produce letters of intent and nurturing training packets.

 - b. Help new partners to:
 - Pick colors with their nurturers
 - Get sweat equity in through office chores
 - Prepare for closing by keeping track of sweat-equity hours, down payment and closing deposits, and making necessary reports to nurturers and executive director

 - c. Make sure closing documents and information are made available to the attorney prior to closing (survey, insurance, appraisal, subcontractor sheet; set date for first payment, formal name to appear on closing).

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- d. Send notices to homeowners and their nurturers when mortgage payments are late.
 - Charge late payment penalties when appropriate
 - Work through the nurturers to pursue those payments that are late until submitted
 - Report serious delinquencies to executive director
 - e. Help organize and plan for homeowners meetings and:
 - Lead the meetings until a homeowner takes charge
 - Facilitate the homeowners into taking full responsibility for what the meeting produces
 - Keep track of homeowners' attendance at meetings
 - Notify nurturers if attendance problems arise
 - f. Be a resource person for nurturers and all families by:
 - Keeping abreast of other agencies in the area that work with a wide variety of social services so that referrals are up-to-date and accurate
 - Helping families to identify their needs so they know which resources are suitable for them
 - Providing good and accurate referrals at all stages of the selection process to those who are denied
 - Working with those approved to provide information on resources in the area which may assist them with other problems they may have or help them improve the lifestyle they have at present
 - Assisting with planning of homeowners meeting programs so that they are resourceful and pertinent to most of the homeowners
3. Assist in coordinating volunteers by:
 - Talking with new recruits and facilitating them into Habitat program
 - Maintaining mailing list
 - Producing an "Annual Directory of Volunteers and Homeowners"
 - Making reminder phone calls for meetings as necessary
 4. Manage the office by:
 - Supervising all office volunteers to: answer the phone; type memos, letters and forms; do necessary copying
 - Maintaining resource center, office equipment and supplies
 - Coordinating speaker's bureau
 - Assisting the bookkeeper as needed
 - Being the second signature on checks
 - Approving office invoices for payment
 - Maintaining the computer system

Reports to:

Executive director

Cooperates with:

Executive director, construction supervisor, Family Selection Committee, Family Nurture Committee, nurturers, homeowners, all habitat volunteers

(Sample)

Affiliate Work Camps Questionnaire
(HFH International, Americus, GA)

Name of project: _____

Can your project accommodate work camps? _____

What open dates do you have for Spring, Summer or Fall of the coming year:

How many people per work camp can you accommodate? _____

What kind of facilities and accommodations can you provide (please explain):

Housing _____

Food _____

Transportation _____

Special arrangements (fees, gifts, donations, materials, etc.):

What specific areas of work are available for work camps?

Office _____ Publicity _____

Construction _____ Other _____

Fund-raising _____

Other comments _____

Work camp contact person:
Name: _____ Telephone: (_____) _____
Address: _____

Please enclose a copy of guidelines or other materials used with your work camps. Return this form to Habitat for Humanity International, Human Resources, 121 Habitat Street, Americus, GA 31709-3498.



(Sample)

Work Camp Handbook Table of Contents

(Yakima Valley Partners/HFH, Wapato, WA)

Following are the various items included in Yakima Valley Partners HFH “Work Camp Helps.” Some of these items are included as appendixes in this manual.

1. Affiliate Work Camp Responsibilities (*See Appendix 11-C*)
2. Work Camp Cover Sheet (*See Appendix 11-E*)
3. Work Camp Host Church Facilities Survey (*See Appendix 11-G*)
4. Work Camp Guidelines

The following topics are covered for the information of work campers:

- | | |
|--|--------------------------------------|
| • Group size | • Work camp costs |
| • Accommodations | • Meals and food |
| • Tools | • Jobs |
| • Adult counselors | • Clothing and other necessary items |
| • Recreation and sightseeing | • Local customs |
| • Habitat families | • Devotions and church services |
| • Insurance, medical care, and emergencies | |

5. Work Camp Information Sheet (*See Appendix 11-I*)
6. Work Camp Safety Guidelines
7. Emergency Information
8. Emergency Contact Form
9. Waiver of Liability
10. Work Camp Introductory Talk Outline
11. Work Camper Roster
12. Work Camp Evaluation Form (*See Appendix 11-K*)

(Sample)

Affiliate Work Camp Responsibilities

(Yakima Valley Partners/HFH, Wapato, WA)

1. Keep a posted master calendar of all work camps. Supply board and staff with monthly progress reports.
2. After the initial contact, start a work camp cover sheet and file for each group.
3. Beginning in January, send each group a copy of Work Camp Guidelines, Work Camp Information Sheet, and brochures. Ask them to call to verify work camp dates. In January, send letters to churches close to work sites asking them to host a work camp group. Enclose work schedule, brochures, and Facility Check Form.
4. When the church responds, call and make an appointment to visit church and discuss arrangements for sleeping, cooking, keys, etc. Invite church members to visit sites and bring a hammer if they wish. Also offer a speaker. If the host church does not have showers, arrange for them as close as possible. Possible shower sites are YMCA, schools, swimming pools.
5. One month before the group's arrival, mail them a packet including the cover letter, safety guidelines, Waiver/Emergency Contact Form, Work Crew Sign-Up Sheet and maps showing hospitals and emergency clinics, housing and showering arrangements, and work sites.
6. One week before group arrival, call the group leader to get specifics on group size (adult and teen) and arrival time. Tell them the time planned to start and stop work, the tasks anticipated for their group, and the special tools needed. Arrange to meet with them before work.

Call the host church and make final arrangements with them about keys and meeting groups. Some churches like to meet the group and explain their rules for staying in church and some even fix Sunday evening meals for them.

7. Meet with the group along with the construction supervisor on Sunday afternoon or Monday morning as arranged (see sheet on Work Camp Introductory Talk). Collect Waiver/Emergency Contact Form, Work Crew Sign-up Sheet, and any money owed.
8. Meet with the group one evening to speak about Habitat, answer questions, sell t-shirts, and get names of those wanting to be on a Habitat mailing list. Pass out evaluation sheet.
9. Say good-bye at end of week. Collect keys if necessary and return them. Collect evaluation sheets.
10. Write thank you to work groups, host churches, and shower facilities within one week.

(Sample)

Work Camp Check List

(Arkansas Valley HFH, Fort Smith, AR)

- ___ Confirmation of information on registration form (arrival and departure times, number of people, etc.)
- ___ Welcome letter to group (enclose Habitat literature and book)
- ___ Housing arrangements
- ___ Food arrangements
- ___ Letter of confirmation to those supplying food and housing with detailed information about what is expected
- ___ Assign on-site supervisor (and back up)
- ___ Preparation by Building Committee
- ___ Plan welcome dinner and orientation
- ___ Devotions on site
- ___ Publicity
- ___ Someone designated to meet the group upon arrival (with keys and instructions if staying in a church)
- ___ Letter to the work camp containing the work schedule, type of work to be done, local address and emergency phone numbers, climate information, information about nearby laundry facilities, local map with directions, information about areas of interest
- ___ Contact the work camp to be sure details are worked out regarding arrival instructions (numbers to call, etc. if the group will be delayed, etc.)
- ___ Thank-you letters to churches and individuals responsible for food and housing for the work camps
- ___ Thank you to the work camp group, along with evaluation forms

(Sample)

Work Camp Cover Sheet
 (Yakima Valley Partners/HFH, Wapato, WA)

Dates of work camp: _____

Church: _____

Group leader: _____ Phone: _____

Address: _____

Affiliate contact person: _____ Phone: _____

Date first contact: _____ Date confirmation: _____

Date sent guidelines, info sheet, and brochure: _____

Date sent safety guides, waiver, emergency forms, and maps: _____

of skilled: _____ # of teens: _____ # of adults: _____

Housing: _____

Address: _____

Phone: _____ Contact person: _____ Phone: _____

Facility check: _____

Key arrangements: _____

Shower arrangements: _____

Shower key arrangements: _____

Work sites: _____

Task/tools: _____

Special request: _____

Date of final call: _____ Arrival time: _____ Meeting time: _____

Return church key: _____ Shower key: _____

Write "Thank-you" to: ___ Host churches ___ Work group ___ Shower facilities



(Sample)

Affiliate Work Camp Information

(Arkansas Valley HFH, Fort Smith, AR)

Length of work camps: 2 - 6 days

Size of work camps: 8 - 15 people

Age restrictions: Jr. and Sr. High groups must have adult leaders

Jr. High (1 adult per 5 students)

Sr. High (1 adult per 8 students)

Arkansas Valley Habitat will provide

- Habitat literature and books for you to read prior to your work camp
- Housing (in homes or in churches)
- Kitchen facilities
- Showers
- Lunch on site every day
- A “Welcome Dinner” and orientation
- Morning devotions on site
- Safety instructions
- Tools and equipment (if you bring tools, please be sure they are marked)
- A building supervisor
- General information about the kind of work you will be doing
- A daily work schedule

Visiting groups will

- Provide transportation
- Bring bedding, towels, and soap
- Be responsible for breakfasts and other evening meals
- Read and follow safety guidelines
- Adequately supervise their workers
- Clean up kitchen and sleeping facilities

Provide medical expenses if necessary

It is the responsibility of the Group Leader to make sure that each youth member of a work camp has a medical permission form signed by a parent or guardian, authorizing emergency treatment at a hospital if necessary. This form should include medical insurance and coverage. *See Appendix 10-B, (Sample) Minor Release and Waiver of Liability, Volume 2.*

(Sample)

Work Camp Host Church Facilities Survey

(Yakima Valley Partners/HFH, Wapato, WA)

Church: _____ Pastor: _____

Address: _____ Phone _____

Custodian: _____ Phone _____

Other contact person: _____ Phone _____

Rooms

No. of rooms available for sleeping: _____

#1 Room location: _____

#2 Room location: _____

#3 Room location: _____

#4 Room location: _____

May an adult park an RV in the church parking area? ____ For sleeping only? ____

Bathrooms

No. of bathrooms available: _____ (men) _____ (women)

of stalls in each _____

of sinks _____

Mirror? _____

Plug-ins? _____

Kitchen

_____ Kitchen stoves _____ # of burners _____ Ovens

_____ # of refrigerators _____ Freezer space _____ # of sinks

_____ Dishwasher _____ # of plug-ins _____ Circuit problems?

_____ Extension cords needed?

Availability of

_____ Plates _____ Bowls _____ Cups/glasses _____ Silverware

_____ Pots/pans _____ Coffeepots _____ # of tables _____ # of chairs



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On what days of the week are there regular church meetings or services? _____

Which areas or rooms are off-limits? _____

Where is a phone for emergencies? _____

May we give the number to the group for relatives to reach them during their stay?

For emergencies only? _____ Phone (_____) _____

(Sample)

Work Camp Information for Host Churches
(Arkansas Valley HFH, Fort Smith, AR)

_____ [affiliate name] _____ Habitat contact person: _____

Name of work camp group: _____

Contact person for work camp: _____

Address: _____

Phone: _____

Arrival date: _____ Arrival time: _____

Departure date: _____ Departure time: _____

Workers: Number of men: _____ Number of women: _____

Special needs or requirements: _____

Host churches will provide: _____

Sleeping area (Participants will bring bedding.): _____

Showers: _____

Kitchen facilities: _____

Optional: _____

Food/fellowship events: _____

Special dietary needs: _____

(Sample)

Work Camp Information Sheet

(Yakima Valley Partners/HFH, Wapato, WA)

Name of church or group: _____

Mailing address: _____

City, state, zip: _____ Phone: _____

Group leader(s): _____

Home address: _____

City, state, zip: _____ Phone: _____

Home phone: _____ Work phone: _____

Work camp dates (call to verify): _____

_____ Total # of professional supervisors (one for every six workers)

_____ Total # with current first-aid training

_____ Total # of adults (one for every six teens)

_____ Total # of teens

Names(s) of skilled supervisors: _____
(use back of page if necessary)

Address: _____

City, state, zip: _____ Phone: _____

List any special skills among your group members: _____

Special requests or information needed: _____

Return the completed information sheet to:

Yakima Valley Partners/Habitat for Humanity
618 West First Street
Wapato, WA 98951

(Sample)

Work Camp Group Registration

(Arkansas Valley HFH, Fort Smith, AR)

Name of group or organization: _____

Group representative: _____ Phone: _____

Mailing address: _____

Please provide the information requested below:

1. Number of people who will be working: _____

2. Type of work to be done by the group: _____

(e.g., framing, roofing, plumbing, painting, landscaping, etc.)

3. When will the group be working? _____

(e.g., weekdays, weekends, number of days and hours of work)

4. Will your group have one or more experienced leaders on site? _____

5. What tools will be needed by the group? _____

Describe or list any materials or supplies which your group is willing to provide:

Will Habitat need to provide meals or lodging? _____

Please list special dietary needs: _____

Other comments: _____

[Each worker will receive a short orientation on safe work practices and be asked to complete a volunteer registration form before beginning work the first day on the building site. Workers are expected to comply with Habitat rules for their own safety as well as for the safety of others. We appreciate the contribution of your time and talents. Habitat is people who care, working in partnership with people in need.]

(Sample)

Work Camp Evaluation Form (Yakima Valley Partners/HFH, Wapato, WA)

Dear Friends,

It has been a blessing to have you with us this past week. You have been an example and a witness to our community. This year we are hosting 22 work camps and we want to be the best hosts possible. Your comments will be appreciated.

	Excellent	Good	Fair	Poor
How was the work organized?	_____	_____	_____	_____
Did you feel welcome?	_____	_____	_____	_____
How were your accommodations?	_____	_____	_____	_____
Did you feel safe on the job sites?	_____	_____	_____	_____
How was the job supervision?	_____	_____	_____	_____
How was the information we sent you prior to arrival?	_____	_____	_____	_____
How do you feel about the work camp?	_____	_____	_____	_____
		Yes	No	
Will you recommend our affiliate to other groups?		_____	_____	
Do you want to come back for another work camp in the future?		_____	_____	
Does our affiliate meet the standards you feel should be met by a Christian organization?		_____	_____	

On the back of this sheet please give us any other comments.

Date: _____ Group name: _____

Thank you again and God bless you all.

In Christian partnership,

Yakima Valley Partners/Habitat for Humanity
618 B West First Street
Wapato, WA 98951



(Sample)

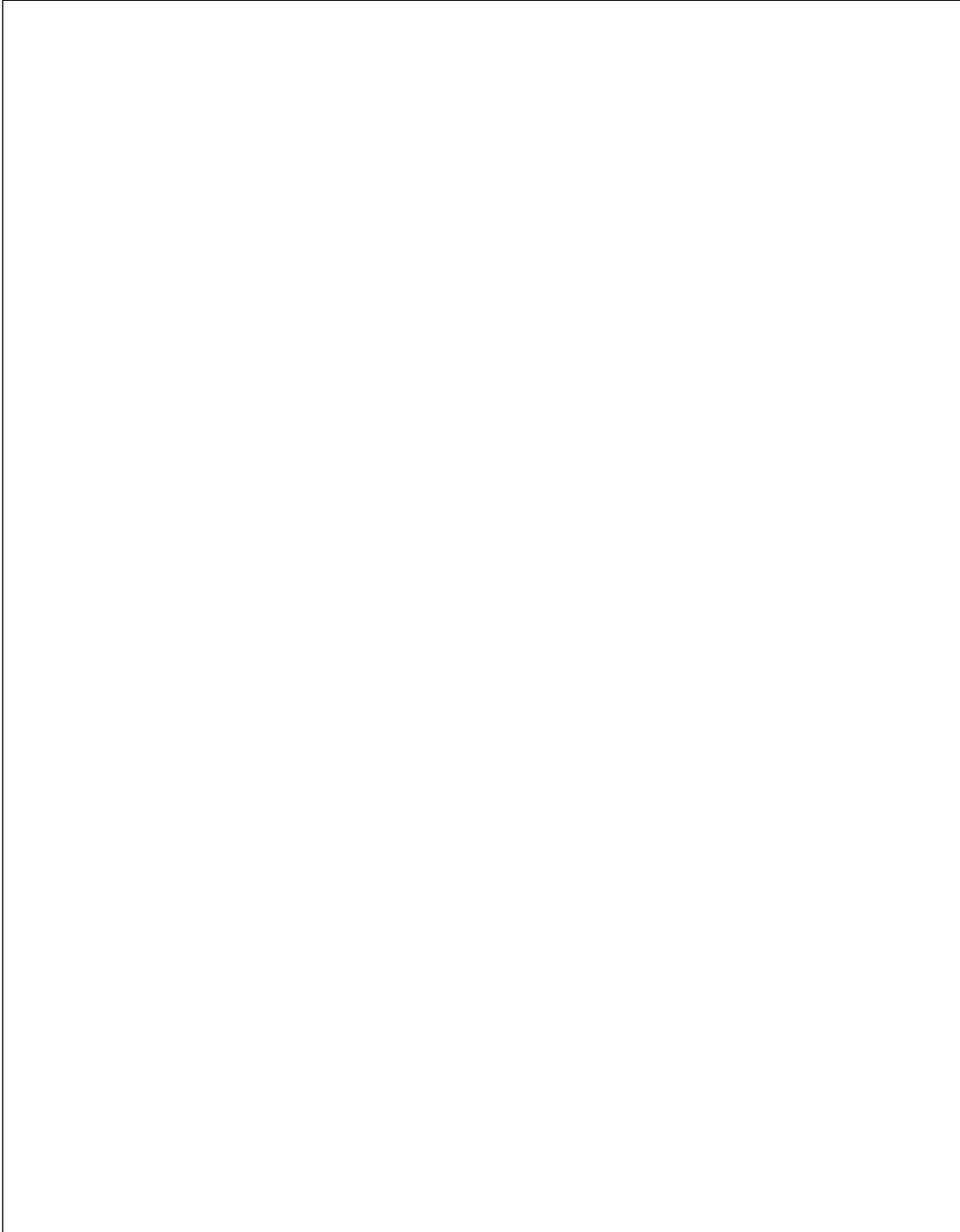
In-house Newsletter/Work Camps
(HFH of Wake County, Raleigh, NC)

The Habiteller

III
A

Actual size: 8 1/2" x 11"

Back



(Sample)

Work Camp Schedule

(Americus, GA)

Sunday Afternoon

Arrive in p.m. and settle in. Amigo House host will meet with the work camp in the evening.

Monday Morning

Devotions this day and every day at 7:30 a.m. You will be introduced and then see a video, take a walking tour of international headquarters, and take a driving tour of Americus.

Monday Afternoon Through Friday

Work. Work hours are 8:00 a.m. to 12:00 p.m. Lunch is 12 until 1:00 p.m. Work again from 1:00 p.m. until 5:00 p.m.

Friday Devotions

All work camps are encouraged to prepare devotions for Friday morning. Guidelines and help in preparation will be provided through the devotions coordinator.

Monday Through Friday Evening

Monday—A homeowner will be asked to join you for dinner and a fireside chat (optional).

Tuesday—Americus community family as your guests (optional).

Wednesday—May join a local churches' family night supper. Reservations must be made. Choose from: Presbyterian, United Methodist, Baptist.

Thursday—Habitat community potluck at 6:30 p.m. in the Habitat Center followed by a program in the Center. Bring a large dish of food to share.

Friday and Saturday—Evaluation of the week at the end of the day. Movies at Harambee at 8:00 p.m. Twenty-five cent admission charge.

Saturday Morning—Clean Amigo house and prepare for departure.

Other Optional Activities

- **Koinonia Partners Tour**—M-T-W afternoon. (Please let us know as soon as possible if you would like this tour.)
- Various restaurants offer nightly food specials.
- **Yoder's Deutsch Haus**—Twenty-seven miles (North of Montezuma), Mennonite family restaurant.
- Friday night catfish specials in Plains and Andersonville, GA.
- Seasonal Sports—Announced in devotions and listed in the *Habitattler* (weekly Habitat community newsletter that comes out on Monday morning).
- **Historical Walking Tour of Americus**—Brochure available from the Chamber of Commerce.
- Pick up a *Habitattler* at devotions on Monday for other activities.

*NOTE: Our Public Relations Department gets together with work campers for a photo and press release to take home. See *Appendix 6-E, (Sample) Press Release, Volume 3*.

Bibliography

Bibliography

General Information

Resources Available from Habitat for Humanity International

Note: This bibliography is only a partial list of resources available. The HFH International catalog (free from Habitat for Humanity International) contains a complete list of available items and current prices.

Books

Fuller, Millard. *Bokotola*. New Jersey: New Century Publishers. 1977.

Fuller, Millard and Linda. *The Excitement is Building*. Dallas, TX: Word Publishing. 1990.

Fuller, Millard and Diane Scott. *Love in the Mortar Joints*. New Jersey: New Century Publishers. 1980.

Fuller, Millard and Diane Scott. *No More Shacks*. Waco, TX: Word Books. 1986.

Lee, Dallas. *Cotton Patch Evidence*. Americus, GA: Koinonia Partners, Inc. 1971.

“How To” Resources for Local Affiliates

Alexander, John, ed. *How to Start a Habitat for Humanity Affiliate*. Americus, GA: Habitat for Humanity International. 1990.

Habitat for Humanity International. *Accelerated Building Project Manual*. Americus, GA.

_____. *Affiliate Operations Manual*. 5 vols. Americus, GA. 1992.

_____. *Planbook*. Americus, GA. 1992.

_____. *Homeowners Manual*. Americus, GA.

_____. *Speaker's Kit*. Americus, GA: Habitat Educational Ministries.

_____. *Welcome to the Board of Directors* packet. Americus, GA.

Video Cassettes

Habitat for Humanity International. *Building a Global Village*. Filmed during a 1989 Global Village work camp. (15 min./color)

_____. *Building Miracles*. Filmed during 1987 Habitat House-Raising Week Worldwide in Charlotte, NC and around the world. (30 min./color)

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_____. *Miracle on the Border*. The story of the 1990 Jimmy Carter Work Project and Walk to Mexico. (15 min./color)

_____. *Partnership that Works*. Shows how much can be accomplished when individuals, churches, corporations, and other groups tackle substandard housing together. (6 1/2 min./color)

_____. *The Excitement is Building*. First program: summer of 1988, Jimmy Carter Work Projects in Atlanta and Philadelphia. Second program: House-Raising Walk '88. (18 min./color and 12 min./color)

Slide Presentation

Habitat for Humanity International. *Love in the Mortar Joints*. Traces the growth of Habitat from its roots at Koinonia and in Zaire. Includes audiocassette with inaudible cues to advance slides in suitable projectors. Also includes script to use with manual slide advancement. (13 min.) (Available in Spanish.)

Public Service Announcements

Audiocassette and videocassette public service announcements by President Carter and Millard Fuller. Topics include general information about Habitat and special events. Contact the international headquarters for information on the most recent announcements available.

Complimentary Materials

Habitat for Humanity International. "A Vital Connection" brochure. Describes the Habitat for Homeless Humanity program.

_____. Covenant Church brochure. Describes how a church may get involved in this program and encourages commitment of human and financial resources to Habitat.

_____. "Building Houses, Building Lives" brochure. Describes Habitat for Humanity's ministry and organization. (Available in Spanish.)

_____. Habitat Bulletin Insert. A shortened version of the brochure. Can be used in Sunday church bulletins or as separate handouts. (Available in Spanish.)

_____. "Habitat Fact Sheet." Concise information on the "what, when, and how" of Habitat.

_____. Habitat Poster. 11" x 17"; has space for local message. Black and white: "Building with God's people in need." Black and white: Carpenter poster.

_____. *Habitat World*. Bimonthly tabloid newspaper. Copies of most recent issue. Free subscription available upon request.

_____. *Sharing Habitat*. Habitat for Humanity catalog of books, video and audio cassettes, films, slides, complimentary materials, and Habitat apparel. Free.

To order any of the items listed above, use the order form provided at the end of the bibliography or send your name and complete mailing address, along with a list of desired items, to:

Habitat for Humanity International
121 Habitat Street
Americus, GA 31709-3498
Attn: Shipping Department

You may also call: (912) 924-6935 and ask for the Shipping Department. Please have your name, address, and order ready. You will be billed for the items, plus a shipping and handling charge.

Affiliate Board of Directors

Bliss, Tamara J., human resource development consultant. *Working Together as a Board*. Newton, MA.

Commerce Clearing House, Inc. *Exempt Organizations Reporter*. Chicago, IL.

Houle, Cyril O. *Governing Boards: Their Nature and Nurture*. Washington DC: National Center for Nonprofit Boards. 1989.

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- Interagency Council on Homeless. *The 1990 Annual Report of the Interagency Council on the Homeless*. Washington, DC. Free.
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- Low-Income Housing Informational Service. "Out of Reach: Why Everyday People Can't Find Affordable Housing." *Housing and Information on Homelessness Report*. Washington, DC.
- National Alliance to End Homelessness. *Alliance Newsletter*. Washington, DC. Free.
- Policy Research Associates, Inc. *Helping Homeless Families: A Training Curriculum*. Delmar, NY. Free.
- _____. *Working with Homeless People*. Columbia University Community Services. Delmar, NY.

Other Resources for Information on Homelessness

HandsNet. This computer network was developed following "Hands Across America" through which Macintosh users can access up-to-date information on housing and homelessness issues, organizations, agencies and legislation. Each Habitat regional center is connected to HandsNet. Contact the Habitat Help Line.

National Coalition for the Homeless. 1439 Rhode Island Ave., NW, Washington, DC, 20011, (202) 291-8714.

National Volunteer Clearinghouse for the Homeless. 1310 Emerson Street, NW, Washington, DC, 20011, 1-800-HELP-664. The Clearinghouse maintains a computerized database of more than 5,000 local groups and agencies which provide services for people who are homeless. Write or call for a printout of volunteer opportunities in your community.

The United States Conference of Mayors. 1602 I Street, NW, 4th Floor, Washington, DC, 20066, (202) 293-7330.

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Order Form

This partial list of Habitat materials is designed to inform the reader of key resources that may be used to educate the reader in the concepts of Habitat for Humanity. Order numbers are given, and this information may be used to place orders. The Sharing Habitat Catalog (free from HFH International) contains a complete list of available items and current prices.

Books

- ___ (#1399) No More Shacks
- ___ (#1401) Love in the Mortar Joints
- ___ (#1403) Bokotola
- ___ (#1416) The Excitement is Building
- ___ (#1425) Cotton Patch Evidence

Affiliate Resources

- ___ (#1502) Accelerated Building Manual
- ___ (#1503) Affiliate Operations Manual
- ___ (#1504) Speaker's Kit
- ___ (#1505) How to Start an HFH Affiliate
- ___ (#1508) Homeowners Manual
- ___ (#1510) Welcome to the Board of Directors
- ___ (#3075) Planbook

Video Cassettes

- ___ (#1000) The Excitement is Building
- ___ (#1003) Building Miracles
- ___ (#1005) Partnership that Works
- ___ (#1006) Building a Global Village
- ___ (#1010) Miracle on the Border

Slide Presentation

- ___ (#1180) Love in the Mortar Joints (Spanish)
- ___ (#1181) Love in the Mortar Joints

Public Service Announcements

- ___ (#1220) Audio PSA
- ___ (#1221) Video PSA

Complimentary Materials

- ___ (#3001) Sharing Habitat Catalog
- ___ (#3002) Covenant Church Brochure
- ___ (#3004) Habitat World
- ___ (#3010) Building Houses, Building Lives
- ___ (#3011) Brochure (Spanish)
- ___ (#3013) Fact Sheet
- ___ (#3020) Bulletin Insert
- ___ (#3021) Bulletin Insert (Spanish)
- ___ (#3039) A Vital Connection Brochure
- ___ (#3070) "Building with God's People in Need"

Poster

- ___ (#3071) Carpenter Poster

Ordered by:		Date:	
Bill to:		Ship to: (UPS will not ship to P.O. Box)	
Name _____		Name _____	
Street Address _____		Street Address _____	
City _____ State _____ Zip Code _____		City _____ State _____ Zip Code _____	
Attention _____		Attention _____	
Phone No. _____		Phone No. _____	

Send this form to: Habitat for Humanity International, Attn. Order Entry, 121 Habitat Street, Americus, GA 31709-3498. You may also place your order through the Habitat Help Line.

AOM Topical Overview

AOM Topical Overview

Topic	Volume/Chapter	Topic	Volume/Chapter
Affiliate Board of Directors		Campus Chapters	
board of advisors	1/5	fund raising	3/8
checklist: how boards succeed	1/5	how to start a campus chapter	3/8
choosing a board	1/5	maintaining affiliate relationships	3/8
evaluation of board members	1/5	organization	3/8
identification of board members	1/5	purposes	3/8
involvement of board members	1/5	relationship to affiliates	3/8
orientation of board members	1/5	sample events and activities	3/8
recognition of board members	1/5	volunteers	3/8
selection of board members	1/5	Churches	
Affiliate Communication Tools		Covenant Church program	3/9
brochure	3/7	Day of Prayer and Action	3/9
establishing a speakers bureau	3/7	denominations	3/9
groundbreakings and house dedication	3/7	establishing relationships with churches	3/9
newsletter	3/7	financial giving through churches	3/9
speakers bureau	3/7	making a Covenant Church	3/9
Affiliate Program: History, Philosophy and Structure		sponsorship/adopt-a-house	3/9
affiliate advisory counsel	1/2	Committees	
getting started	1/2	affiliate committee chart	1/8
Habitat affiliate covenant	1/2	building/construction committee	1/8, 2/10, 5/4
Habitat's philosophy	1/2, 3/1	duties of a committee chairperson	1/8
history of Habitat for Humanity	1/2	executive committee	1/8
regional map	1/2	family nurture committee	1/8, 4/5
regional structure	1/2	family selection committee	1/8, 2/8, 4/1
Affiliate Program: Important Issues		finance and budget committee	1/8
affiliate tithing	1/3	fund-raising/public relations committee	1/8
Christian stewardship/statement of board	1/3	human resources committee	1/8
government funds	1/3	long-range planning committee	1/8
Habitat for Homeless Humanity	1/3	nominating committee	1/8, 2/6
ideas for gaining minority partnership	1/3	site selection committee	1/8, 2/9
minority and grass-roots partnership	1/3	Components of Family Nurture	
Basics of Family Selection		educational opportunities	4/6
application	2/8, 4/3	homeowners' association	4/6
notification and record retention	2/8, 4/3	homeowners manual	4/6
pitfalls in the application process	4/3	payment procedures	4/6
setting up a file/initial notification	4/3	sponsors/advocates/friends	4/6
Budgeting and Financial Planning		sweat equity	4/6
annual operating budget	2/3	Corporations and Businesses	
cash flow budget	2/3	affiliate corporate sponsorships	3/10
financial planning issues	2/3	coordination: other HFH organizations	3/10
strategic or planning budget	2/3	corporate sponsorship	3/10
Building Process		HFHI corporate sponsorships	3/10
accounting	2/2, 5/4	matching gifts	3/10
cost tracking	5/4	motivation	3/10
HFH house pricing guidelines	5/4	services	3/10
permits and licenses	2/10, 5/4	Cultivating and Approaching Sources	
site mobilization	5/4	appeal	3/3
		credibility	3/3
		cultivation: appealing to secular sources	3/3

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Topic	Volume/Chapter	Topic	Volume/Chapter
relationships	3/3	need for adequate shelter	4/2
research	3/3	residency	4/2
thank-you and follow-through	3/3	willingness to partner	4/2
visibility	3/3		
Design Process: Construction		Family Selection Procedures	
drawings	5/3	<i>see procedures for family selection</i>	
house repairs ministry	5/3	Fiduciary Concerns	
new construction	5/3	board of directors	2/1
rehabilitation	5/3	executive committee	2/1
working with the family	5/3	officers	2/1
		staff	2/1
Development Plan		Financial Institutions	
assessment of possible resources	3/2	accelerated recovery of mortgage	2/3, 3/10
implementation	3/2	Community Reinvestment Act	3/11
planning process	3/2	FHLB Affordable Housing Program	3/11
setting goals	3/2	loans	3/11
		mortgage servicing	3/11
Donor Information System: Mailing List		Financial Record Keeping and Reporting	
adequate information system	3/4	accounting concepts	2/2
building the mailing list	3/4	financial statements	2/2
computer data base	3/4	record keeping	2/2
maintaining the mailing list	3/4		
types and frequencies of mailings	3/4	Foundations	
using the mailing list	3/4	advantages and disadvantages	3/12
		cultivation	3/12
Duties of Board Members and Chairperson		follow-up	3/12
board chairperson	1/6	leveraging	3/12
duties of board members	1/6	organizational development & planning	3/12
legal standards of conduct	1/6	proposal	3/12
questions for nonprofit directors to ask	1/6	research	3/12
suggestions to enhance contribution	1/5		
		Fund Raising and Special Events	
Family Nurture Committee		entering the marketplace	3/13
committee goal	4/5	House Raising Week Worldwide	3/13
committee membership	4/5	how to use and not use special events	3/13
committee responsibilities	4/5	organizing special events	3/13
membership	4/5	sample special events and fund-raisers	3/13
needs addressed	4/5		
		General Information About Habitat	
Family Nurture Staff		general information	1/1
homeowner coordinator	4/8		
job description	4/8	Government	
nurture coordinator	4/8	federal government resources	3/14
		local government resources	3/14
Family Selection Basics		relationship	3/14
<i>see basics of family selection</i>		state government resources	3/14
		what Habitat can offer the government	3/14
Family Selection Committee		HFHI Resources	
committee leadership	4/1	computer aids	3/15
committee membership	4/1	Habitat Help Line	3/15
committee structure	4/1		
confidentiality and publicity	2/8, 4/1	Home Sales	
connectedness	4/1	closing documentation and procedures	2/11
legal issues	2/8	federal tax issues	2/11
training	4/1	form of ownership	2/11
		post closing matters	2/11
Family Selection Criteria		pre-closing issues	2/11
ability to pay	4/2	resale restrictions	2/11
antidiscrimination laws	2/8, 4/2		
disclosure issues	2/8		

Topic	Volume/Chapter	Topic	Volume/Chapter
legal mechanisms	2/11	sponsored project map	1/4
policy issues	2/11	Vision Habitat	1/4
House Sponsors		Legal Issues: Construction	
churches	3/9	land or houses owned by homeowner	2/10
corporations and businesses	3/10	rehabilitation: toxic materials	2/9, 2/10
Human Resources: Recruitment		subcontractors	2/10
essentials of local volunteer recruitment	1/9	waiver of liability	2/10
determining needs	1/9	work safety	2/10
packaging the need	1/9	Leadership and Responsibilities: Construction	
sources of volunteers	1/9	areas of responsibility	5/1
too many volunteers	1/9	construction management	5/1
volunteer coordinator and committee	1/9	leadership	5/1
volunteer intake	1/9	professionals	5/1
long-term volunteer recruitment	1/9	working with the professional community	5/1
costs	1/9	Materials Procurement and Handling	
screening	1/9	acknowledgements	5/6
volunteer recruitment agencies	1/9	contact People	5/6
paid personnel recruitment	1/9	delivery and warehousing	5/6
advertising and recruitment	1/9	materials list	5/6
financial resources	1/9	materials purchase	5/6
interviewing	1/9	materials solicitation	5/6
job descriptions	1/9	research and specifications	5/6
recruitment agencies	1/9	Media	
Human Resources: Volunteers and Staff		<i>see working with the media</i>	
"I am a volunteer"	1/10	Meetings	
staff	1/10	combatting common meeting problems	1/7
stipend-supported volunteers	1/10	consensus	1/7
volunteer utilization and appreciation	1/10	decision-making	1/7
Human Resources: Work Camps		evaluation	1/7
check list for work camps	1/11	follow-up	1/7
goals for work camps	1/11	how to have a good meeting	1/7
hosting work camps	1/11	how to set goals and prepare for a meeting	1/7
practical ideas for work camps	1/11	how to write an agenda	1/7
Individual Donors		listening	1/7
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major donors	3/16	annual reports and registrations	2/7
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