

Section 1:
FORM NP-1, page 1: COVER PAGE FOR SUBMISSION OF A NEIGHBORHOOD PLAN

Neighborhood: Northside Neighborhood NJ Legislative District: District 35

Eligible Municipality: Paterson Mayor: Honorable Andre Sayegh

Name of Applicant Organization: Paterson Habitat for Humanity

Name of CEO/Executive Director: Scott Millard, CEO

Address: 146 North 1st Street

City: Paterson State: NJ Zip Code: 07522

NJ Charities Registration Number: 0100245114

Contact Person for this Application: Stephen Kehayes

Phone: (908) 963-4492 E-Mail: Steve@patersonhabitat.org

Cellphone
(optional): (908) 963-4492

What is the time period for this Neighborhood Plan? 10 years
(may not exceed Ten (10) years)

Did you partner with another organization to develop the Neighborhood Plan?	YES	<input type="checkbox"/>	(if YES, complete NP-1 Page 2)
	NO	<input checked="" type="checkbox"/>	

Certification: To the best of my knowledge and belief, the data in this application are true and correct. The governing body of the applicant has duly authorized the document.

_____	Chair, Board of Directors
Name	Title
Kathryn Komsa Schmidt	_____
Signature of Board Chairperson	Date

FORM NP-1, page 2: PARTNERING ORGANIZATION INFORMATION

Please provide the following information for each organization with which you partnered in developing the Neighborhood Plan. Copy and attach additional sheets if necessary.

Name of Partnering Organization: NO PARTNERS

Contact Person (including title): _____

Contact Person's Address:

City: _____ State: _____ Zip Code: _____

Phone: _____ Cellphone (optional): _____

E-Mail: _____

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:



Name of Partnering Organization: _____

Contact Person (including title): _____

Contact Person's Address:

City: _____ State: _____ Zip Code: _____

Phone: _____ Cellphone (optional): _____

E-Mail: _____

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:



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

Executive Summary

The Northside is a historic and growing community of 10,340 residents residing on the banks of the Passaic River in the northwest corner of Paterson, NJ. In the face of challenges related to issues like employment, housing, abandoned and vacant properties, and public safety, Northside residents and stakeholders have continually worked together to make the community a better place.

Over a decade ago, Northside residents and stakeholders joined together with Paterson Habitat for Humanity (Paterson Habitat), a long-established builder of affordable quality homes in the community, to collaborate on a formal and sustained neighborhood revitalization effort. They produced a neighborhood plan, and gradually began putting it into action, making a number of positive changes along the way. Homes were built and rehabilitated, and families became homeowners for the first time; commercial corridors were enhanced and local businesses supported; crime hotspots were addressed, as were illegal dumping grounds; and a new neighborhood park was designed through a community-driven process.

Drawing both insight and inspiration from this past community action, while recognizing that there is still more work to be done, in the Spring 2020 Paterson Habitat once again convened Northside residents and stakeholders to develop a new, comprehensive neighborhood plan to guide the community's advancement through the next decade. Over the course of twelve months, through hours of community meetings over Zoom, Northside residents put together this Northside Neighborhood Plan to, in the words of their "Vision Statement," achieve "a vibrant and thriving neighborhood of people who care about the community and come together to make it better. [... a neighborhood where] families live in safe, quality and affordable homes in a safe and healthy neighborhood; experience a high quality of life with green spaces and recreation opportunities; and participate in a sound economy with community-oriented businesses, and adults employed in jobs which enable financial independence and sustainability."

This Northside Neighborhood Plan proposes 13 strategies to address the following three broad goals:

1. Safe, Quality, and Affordable Homes
2. High Quality of Life
3. A Strong and Sustainable Economy

Goal 1: Safe, Quality, Affordable Homes

Strategy 1. Continue and Grow Homeownership

There is significant opportunity to expand Paterson Habitat's formidable homeownership efforts to enable more Northside residents to become homeowners. Actions include building and rehabilitating homes for homeownership, especially by using Paterson's Abandoned Properties Ordinance, and engaging residents in pre-homeownership outreach, education, and counseling.

Strategy 2. Empower Tenants

Most Northside households (83%) are renters, and many struggle with the affordability and quality of

rental housing. This strategy calls for tenant organizing, education, legal service advocacy, and campaigns for policy changes, along with constructive engagement with neighborhood landlords.

Strategy 3. Develop Quality Affordable Rental Housing

The Northside population is growing, though the number of housing units has not kept up with this growth. Paterson Habitat and partners should meet this demand by developing quality, affordable rental housing in the neighborhood, including in mixed-use buildings along existing commercial corridors that also support the neighborhood's retail, food, and other needs.

Strategy 4. Home Repairs and Beautification

Given the aging housing stock -- 34% of housing units in the Northside were built before 1940 and 57% were built before 1960 -- this strategy calls for programs that help homeowners and small landlords repair and/or beautify their properties, and address potential health hazards, like lead service lines or asbestos-containing materials, stemming from the age of their homes.

Goal 2: High Quality of Life

Strategy 5. Increase Access and Use of Neighborhood Parks

Park use by the community can be increased through improvements, maintenance, and programming, which in turn will improve community health and overall quality of life. This strategy aims to complete the construction of Clinton Street Park, institute park-based programming, upgrade the amenities at the neighborhood's other two parks, and turn vacant lots into gardens and green spaces.

Strategy 6. Unlock the Waterfront through the Paterson Greenway Project

The Passaic River waterfront is a largely unutilized community asset with great potential. The "Paterson Greenway Project" seeks to unlock this full potential by creating a river walk the entire length of the neighborhood, connecting to the Great Falls National Historical Park, while creating new green space along the waterfront and adjacent flood-prone areas. This strategy takes a phased approach to making the Greenway a reality.

Strategy 7. Improve Community Facilities

Recognizing the neighborhood's growing demand for community facilities, this strategy aims to increase quality of and access to community facilities in the Northside. Possible ways to achieve this include enhancing existing public assets, like the Christopher Hope Community Center or the former library building at 54 North Main Street, and exploring the possibility for the development of a new community center site in the neighborhood.

Strategy 8. Community Organizing

During the community meetings, there was broad agreement that Northside residents themselves are their own greatest asset. Recognizing this, and seeking to capitalize on the momentum and energy of the community-driven planning process, this strategy seeks continued investment in community organizing and the leadership development of Northside residents. It also proposes the development of a neighborhood association as a formal vehicle for community-led organizing, advocacy, and initiative.

Strategy 9. Build Northside Pride

This strategy looks to develop and reinforce a sense of neighborhood identity and pride through activities that bring the community together, affirm shared community values, and transform the

physical space of the neighborhood. Activities include block parties and other community celebrations, public art, and the enhancement of neighborhood gateways and other distinctive locations.

Strategy 10. Create Safe and Complete Streets

This strategy aims to continue improving pedestrian safety and implementing complete streets design improvements in the neighborhood. Focusing on major neighborhood streets and routes to school, this strategy will implement improved pedestrian safety infrastructure and safety and functionality upgrades to the pedestrian paths across the Passaic River bridges.

Strategy 11. Crime Prevention

Public Safety is a primary, if not *the* primary concern of neighborhood residents. This strategy will employ a number of activities to improve public safety, including applying Crime Prevention Through Environmental Design techniques, returning abandoned and vacant properties to productive use, and organizing community-driven collaborations to address crime and safety issues.

Goal 3: A Strong and Sustainable Economy

Strategy 12. Strengthen Local Businesses

The neighborhood's commercial corridors are not currently achieving their full potential with regard to both serving the needs of Northside residents and attracting patrons from outside of the neighborhood. This strategy will support high-quality local businesses and improve the commercial corridors through activities like storefront improvement grants, incentives to recruit high-priority new business types, and business-development training for aspiring entrepreneurs. Additionally, we seek design and streetscape improvements on key business corridors, and the development and rehabilitation of more high-quality retail spaces.

Strategy 13. Good Jobs

Residents of the Northside need greater access to good, living-wage jobs, with fulltime hours that enable jobholders to achieve financial stability. To help Northside residents access or create such high-quality jobs, this strategy proposes job training and apprenticeship programs, partnerships with key local employers and labor unions, and community education on labor rights.

Section 3: Organizational Information

FORM NP-2: ORGANIZATION PROFILE (page 1)

A. AGENCY INFORMATION

What was the organization's date of incorporation? 12/13/1984

What was the original purpose for which the organization was formed?

Habitat for Humanity was founded on the conviction that every man, woman and child should have a simple, durable place to live in dignity and safety, and that decent shelter in decent communities should be a matter of conscience and action for all.

What is the organization's current mission statement?
Habitat for Humanity brings people together to build homes, communities and hope.

Is the organization in "Good Standing" with the NJ Department of State?
YES NO

When did the organization file its current N.J. Charitable Registration and Investigation Act Report (CRI-300R)?
Date: 8/18/1999

- Documents to be submitted as Attachment(s):
- "Certificate of Good Standing" certificate from State of New Jersey
 - Copy of current NJ CRI-300R form

B. BOARD OF DIRECTORS INFORMATION

Board Chairperson: Kathryn Schmidt
Date Elected: Re-elected December 12, 2020
Term Expiration Date: December 31, 2021

Number of Authorized Board Members: 15
Number of Current Board Members: 15
How frequently does the Board meet? 12 times/year

Is the Board involved with fundraising activities? YES NO
If YES, when was the last activity conducted, for what purpose, and how much was raised?
October 29, 2020 Annual Meeting: Lighting the Way Home Event (Virtual), \$151,212

- Documents to be submitted as Attachment(s):
- List of current members of the Board of Directors, as of January 1 of this year

FORM NP-2: ORGANIZATION PROFILE (page 2)

C. PERSONNEL – TOTAL AGENCY

What is the current agency staffing level?

Full Time: 26
Part Time: 5
Volunteers: 152

Provide the following information regarding full-time staff employed by the organization in the past 5 years:

Year	Annual Employee Turnover Percentage	Leadership / Senior Staff Included?	
		YES	NO
2016	6		x
2017	0		
2018	5		x
2019	5	x	
2020	10	x	

For any year in which employee turnover percentage exceeded 20%, provide an explanation:

When was the Executive Director hired? 6/10/2019

Documents to be submitted as Attachment(s):

- *Resume for the Executive Director*
- *Organization Chart*

FORM NP-2: ORGANIZATION PROFILE (page 3)

D. FINANCIAL INFORMATION

What is the organization's fiscal year?

Start Date: July 1, 2020

End Date: June 30, 2021

When was the organization's current year total budget approved by its Board of Directors?

June 18, 2020

Did the organization incur a deficit at the end of its most recent fiscal year?

YES

NO

If YES, what is the amount, and how will the agency reduce/address the deficit?

PHFH had a \$1,189,343 operating loss. However, cash actually increased by \$1,770,914 through a combination of an NMTC transaction, a forgivable PPP loan, selling mortgages and draws from lines of credit.

When was Form 990 most recently completed and submitted to the IRS?

5/6/2020

When was the organization's most recent annual audit report (audited financial statement) completed?

October 2020

What was the time period covered in the audit report:

July 1, 2019 to June 30, 2020

Were there any internal control or compliance findings from the organization's most recent annual audit report?

YES

NO

Documents to be submitted as Attachment(s):

- *Organization's total budget for the current year, with funding sources listed*
- *Copy of the minutes of the Board of Directors meeting at which the organization's current year total budget was approved*
- *Copy of the three (3) most recent annual audit reports for the organization*
- *Copy of the corrective action plan related to internal control or compliance findings from the organization's most recent annual audit report, if applicable*

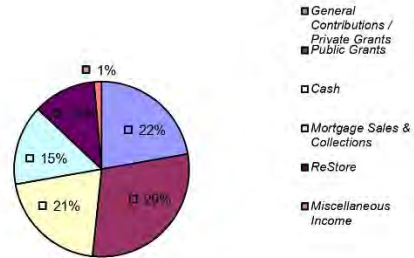
Financial Resources

Paterson Habitat is financially strong and mature. The organization's budget for Fiscal Year 2021, running from July 1, 2020 through June 30, 2021, is \$7,205,000.

Paterson Habitat for Humanity FY 21 Operating Plan -- Cash July 1, 2020 - June 30, 2021 (\$ in 000s)

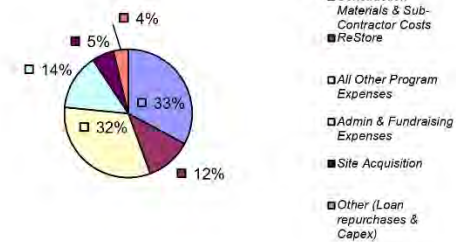
Cash Receipts:

General Contributions / Private Grants	1,600
Public Grants	2,125
Cash	1,480
Mortgage Sales & Collections	1,065
ReStore	835
Miscellaneous Income	100
Total	\$ 7,205



Cash Disbursements:

Construction Materials & Sub-Contractor Costs	\$ 2,365
ReStore	\$ 835
All Other Program Expenses	2,315
Admin & Fundraising Expenses	1,020
Site Acquisition	400
Other (Loan repurchases & Capex)	270
Total	\$ 7,205



Grants from the New Jersey Department of Community Affairs

Over the past five years, Paterson Habitat has received the following four grants from the New Jersey Department of Community Affairs through the Neighborhood Revitalization Tax Credit Program:

- #2016-02240-0225, Home Safe Home Project, \$977,925 awarded, Grant closed
- #2019-02240-0468-01, Northside Homes, Parks & Microenterprises, \$985,000, Implementation underway & Grant Revision Executed
- #2020-02240-0247-00, Pride in the Northside, \$815,000, Implementation underway
- #2020-99902-0325-00, NRTC20 Planning Grant: Paterson Habitat for Humanity, \$50,000, Implementation underway

Other Sources of Revenue

Paterson Habitat's neighborhood revitalization work has received revenue from other sources as well. Among the most significant sources of funding is the \$1,600,000 Paterson Habitat receives annually in individual and corporate donations and private grants. Paterson Habitat also is a regular recipient of

federal HOME funds allocated by the City of Paterson. Paterson Habitat's ReStore social enterprise venture generates \$835,000 for the organization annually.

Community Involvement

Through the work of staff and volunteers, and with private and public funding, Paterson Habitat builds quality affordable energy efficient homes. As described in detail in Section 5 of this Neighborhood Plan, there is a tremendous need for quality affordable housing in the Northside. The Northside Neighborhood in the 1st Ward is one of the most economically and socially distressed neighborhoods in Paterson. There are more abandoned properties in the 1st Ward, which includes the Northside, than there are in any other ward in Paterson. Much of the existing housing is substandard. We have helped almost 200 families own their own homes in the Northside.

We understand that building safe and healthy homes in safe and healthy neighborhoods requires a strong understanding of the neighborhood needs and that is understood by building strong relationships with the residents of the neighborhood. Over the last 10 years, we have hosted many community meetings at the Christopher Hope Community Center to listen to the community, understand their needs and to facilitate the development of community-based plans to address these needs. These community-driven plans have included an Economic Market Study, a library feasibility study that supported the reopening of a library branch in the neighborhood, a CPTED (Crime Prevention through Environmental Design) plan, a Lower Haledon Avenue Green Streets Complete Streets initiative.

More recently, we are using NRTC 2020 funding to secure 13 security cameras that will be used to stop illegal dumping in the Northside neighborhood. NRTC 2020 funding is also supporting programs to prepare Northside residents for jobs in the form of 1). youth development/job readiness training by Paterson Explorers Post #1, CUMAC food pantry and the Street2Street youth mentoring program; and 2). a construction job-training and placement program run by St. Paul's Community Development Corporation. Lastly, the grant is supporting a community garden managed by local organization Humble Beginnings. All of these programs offer Northside residents opportunities and help build and strengthen the Northside community.

Evidence of our involvement with the community, in addition to the creation of the above plans and initiatives, includes the Steering Committee that participated in the development of this Neighborhood Plan. This Steering Committee included representatives from the local school and daycare center, residents, churches, business owners and municipal offices that serve this community, including the Department of Public Works, Community Policing and the city Planning Office). We also host neighborhood cleanups and have joined neighborhood cleanups hosted by community residents who have formed an association called 1st Ward Win. We have accessed funding from the Robert Wood Johnson Foundation New Jersey Health Initiative, through the United Way of Passaic County, to build a community garden in the Northside neighborhood this year. Local residents are spearheading this community garden effort on land provided by Grace Chapel Church.

Our outreach to the community involves social media (Facebook, Twitter and Instagram) and our website (www.patersonhabitat.org). We have a message board posted outside our office, which is in the Northside neighborhood. Our community information is shared in both English and Spanish, the

predominant languages in the Northside. Our community organizer was born and raised in this community. We have the advantage of his extensive understanding of the community and its residents. He is often walking the streets and visiting the corner stores and bodegas, helping to share our resources with the community and stay informed of emergent community concerns. We have long relied on the Paterson Habitat Homeowners Association and their network of neighbors. We often distributed flyers, house to house, before the pandemic. During the pandemic, we provided local churches food to distribute, increasing our community outreach. We are working with an Eagle Scout to have two message boards erected at the future Clinton Street Park. Once the pandemic restrictions are lifted, we will, again, host block parties in the neighborhood.



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

Section 4: Organizational Capacity and Experience

Organizational Capacity

Paterson Habitat for Humanity (Paterson Habitat) is a nonprofit Community Housing Development Organization (CHDO) operated on Christian principles that seeks to put God’s love into action by building homes, communities and hope. Paterson Habitat is dedicated to eliminating substandard housing locally and worldwide through constructing, rehabilitating and preserving homes; by advocating for fair and just housing policies; and by providing training and access to resources to help families improve their shelter conditions. Paterson Habitat is part of the global network of Habitat for Humanity, which was founded on the conviction that every man, woman and child should have a simple, durable place to live in dignity and safety, and that decent shelter in decent communities should be a matter of conscience and action for all.

Founded in 1984, Paterson Habitat has over 35 years of community development experience in the City of Paterson and in the Northside neighborhood. Throughout its history, the organization has completed over 300 homeownership projects, representing both rehab and new construction. Paterson Habitat manages an organizational budget of over \$6 million, and has the administrative infrastructure to host over 4,000 volunteers per year. Chief Executive Director Scott Millard oversees a staff of 26 full-time and 5 part-time employees. In addition, 2-3 AmeriCorps service members work at Paterson Habitat each year. The organization’s three-person Finance Department manages has sufficient capacity to manage all of its finances, including its in-house mortgage underwriting. Paterson Habitat also employs a nine-person Construction Department. Its neighborhood revitalization work is conducted by its Community Development Department led by Stephen Kehayes, Director, and supported by Darryl Jackson, Community Revitalization Specialist/Community Organizer.

Current Activities

Paterson Habitat has been the organizational lead of the revitalization effort in the Northside of Paterson since 2010, when the neighborhood planning process that produced the first NRTC Plan for the neighborhood, “Building Pride in the Northside,” began. Paterson Habitat is currently implementing two NRTC Project Grants for Fiscal Years 2019 and 2020. Through these grants, the organization is currently constructing two homes in the Northside. The organization is also working with residents and local officials to place security cameras at notorious local dumping sites. Paterson Habitat is finishing the design and advancing the construction of Clinton Street Park, a new neighborhood park. It is also working with partners to launch a number of job readiness and training programs for neighborhood residents.

Additionally, Paterson Habitat’s community development team is working with stakeholders as part of a Crime Prevention Through Environmental Design (CPTED) action committee that seeks to implement CPTED interventions in both the Northside and in Paterson’s 4th Ward. Paterson Habitat also is active in organizing neighborhood residents to conduct community-improvement activities like community clean ups.

Development and Service Delivery Capacity

Paterson Habitat has a strong track record of community development service delivery. Paterson Habitat has completed over 300 homeownership construction projects in Paterson, with most of them in the Northside. In the last five years, Paterson Habitat has rehabbed 19 homes, newly constructed three others, and demolished three unsafe properties in the Northside. It has successfully completed and closed out three NRTC grants and is on track to complete two others. Paterson Habitat led a community effort to reintroduce a public library branch to the community, and implemented a Green Street-Complete Street redesign of the lower section of Haledon Avenue. In 1997, it helped form and incubate the Paterson Habitat Homeowners Association to ensure that homeowners who purchased Habitat projects would have an organized and empowered voice to use to advocate for a better community. The Paterson Habitat Homeowners Association continues to be an active force and dedicated partner in the community today.

Lapsed Neighborhood Plan

The 2011 “Building Pride in the Northside” NRTC Plan contained 20 Outcomes structured around 5 Goals. The Plan’s Goals were: 1. Youth and Young Adult Development; 2. Quality of Life; 3. Economic Development; 4. Housing; and 5. Environmental and Open Space. During the last ten years, Habitat, community leaders, and partner organizations have had significant success in implementing the NRTC Plan. While, due to various factors, not all Outcomes were achieved during this time, Habitat and its partners were able to achieve or advance the majority of Plan Outcomes, including Outcomes under each of the Plan’s 5 Goals.

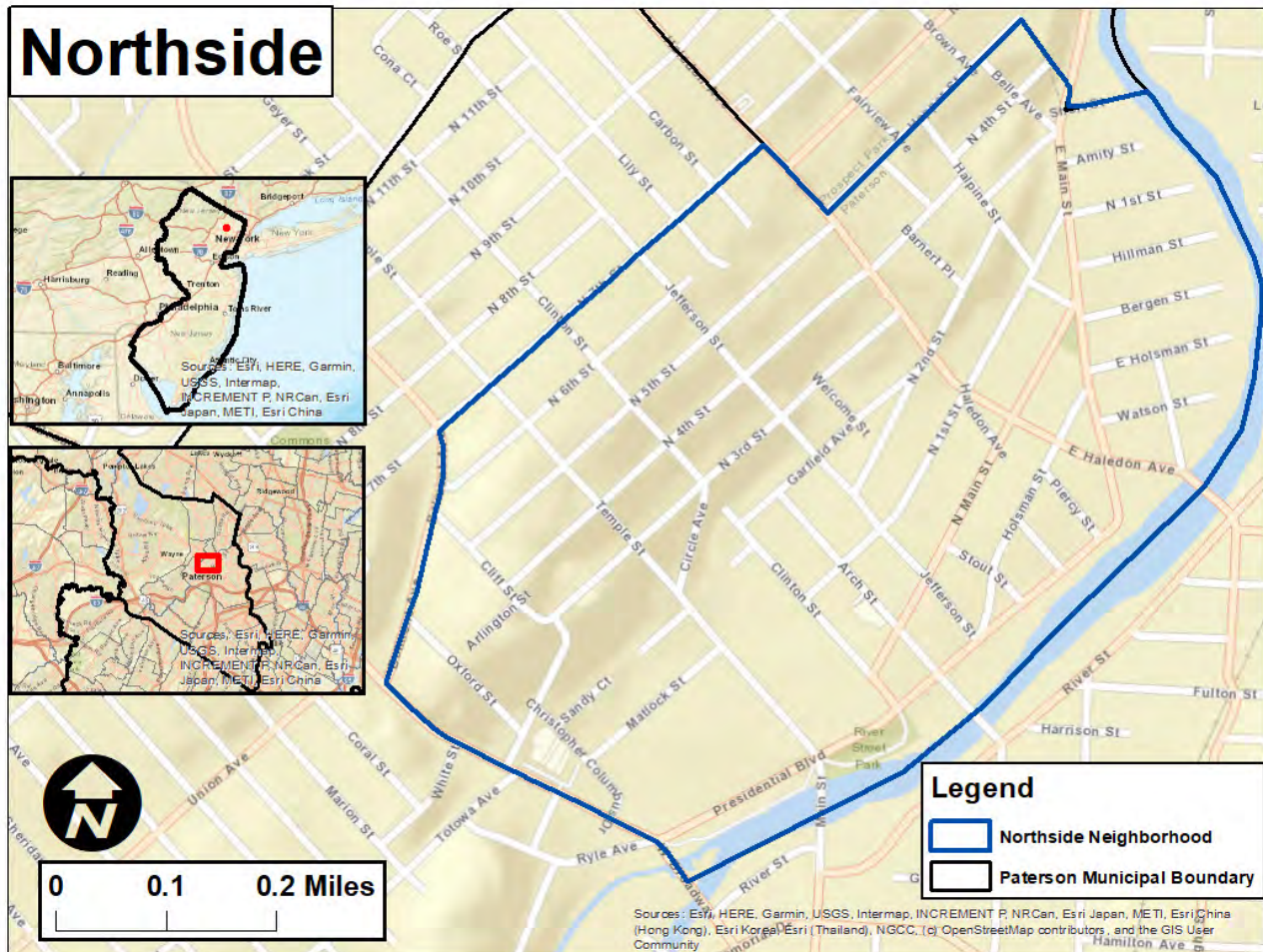
For *Goal 1: Youth and Young Adult Development*, Paterson Habitat and partners successfully met the Outcome calling for “Creation of new open space and recreational facilities,” through the development of Clinton Street Park. For *Goal 2: Quality of Life*, a number of Outcomes were achieved. The Outcome “Increase participation in community meetings and events” was achieved through Paterson Habitat’s enhanced community organizing efforts. In addition, Paterson Habitat has hosted a student internship program for the last 10-years that has helped develop life skills for about 12-15 high school students a year. The Outcome “Decrease in crime statistics in the Northside community” was achieved through Paterson Habitat’s implementation of CPTED interventions in the neighborhood. Outcome “Decrease in amount of litter and trash in the community” is being advanced through community work against dumping, most notably the placement of surveillance cameras a frequent neighborhood dumping sites.

Related to *Goal 3: Economic Development*, Paterson Habitat and community partners achieved the Outcome of “New businesses opened in the Northside community,” with the opening of Fatboy Sandwiches on North Main Street, a locally owned sandwich shop with a strong community focus. They also helped advance Outcome “Increase retail activity along major commercial corridors of Haledon Avenue, West Broadway and North Main Street” through their Green Streets – Complete Streets transformation of the lower section of Haledon Avenue. There has also been progress made on the Outcome to “Increase participation and availability in skill building, after school education and job training programs,” through efforts to develop and launch job readiness and construction skills training programs with partners like Street2Street and St. Paul’s CDC.

On *Goal 4: Housing*, Habitat achieved the Outcome to “Construct new energy efficient affordable homes,” by rehabbing 19 homes and newly constructing three others in the last five years. Under *Goal*

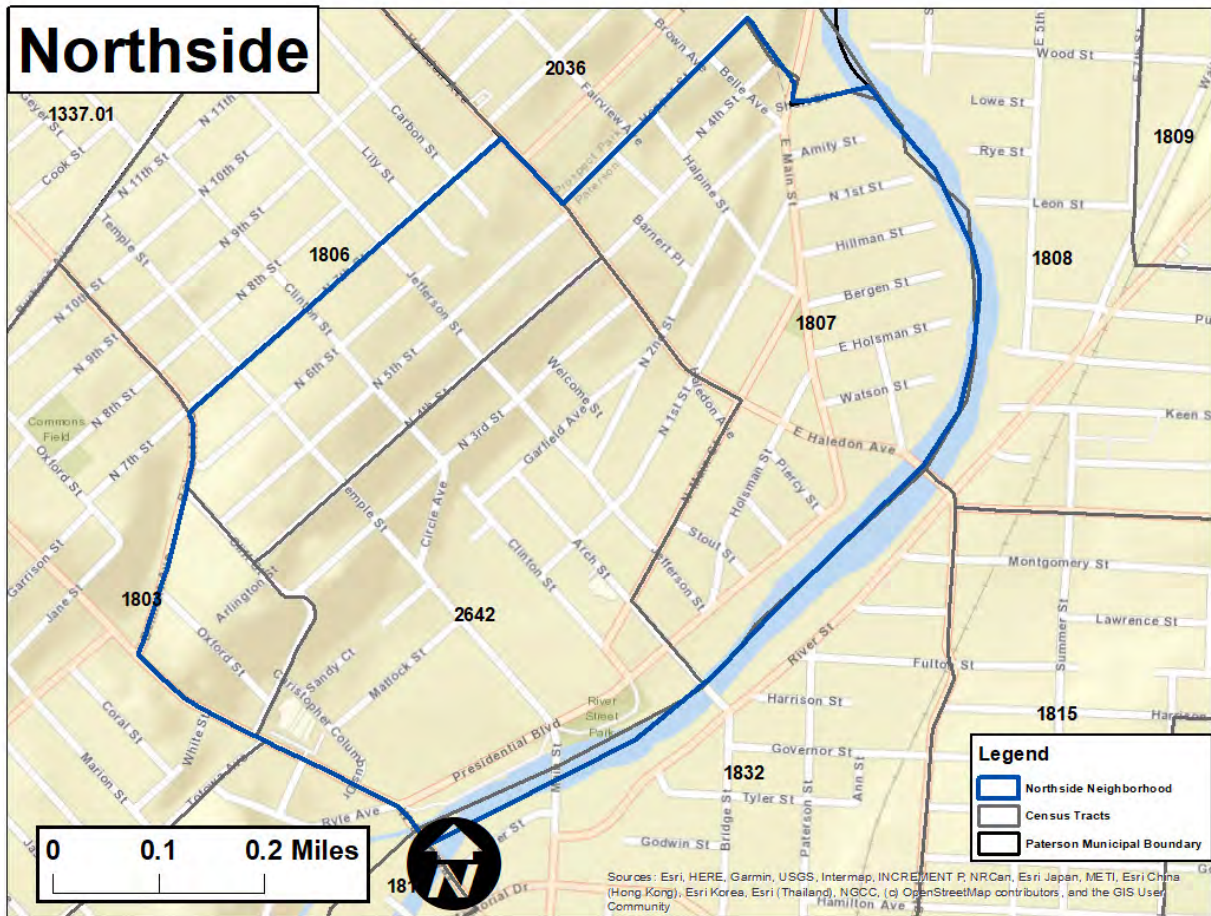
5: Environmental and Open Space, Habitat and partners have achieved a number of the Outcomes. The Outcome to “Create more open space and recreational areas within the Northside community,” is being achieved with the development of Clinton Street Park. Community-based planning and design of the Clinton Street Park is done and construction is scheduled to start the summer of 2021. The planning for the Paterson Greenway Project Paterson Habitat conducted in 2019 helped advance the Outcome to “Redesign of existing green spaces to beautify and mitigate flooding,” and to institute “Passaic River flood controls.”

Section 5 Neighborhood Description and Statement of Need



The Northside neighborhood is located on the northwestern banks of the Passaic River in the northwestern area of the City of Paterson. The neighborhood, consisting of just under 0.4 of a square mile, is bordered by the Passaic River to its East, West Broadway to its Southwest, Belmont Avenue to its West, and North 7th Avenue and the municipal boundary with the Borough of Prospect Park to the northwest and north. Four bridges cross the Passaic River to provide access to the neighborhood from Downtown Paterson.

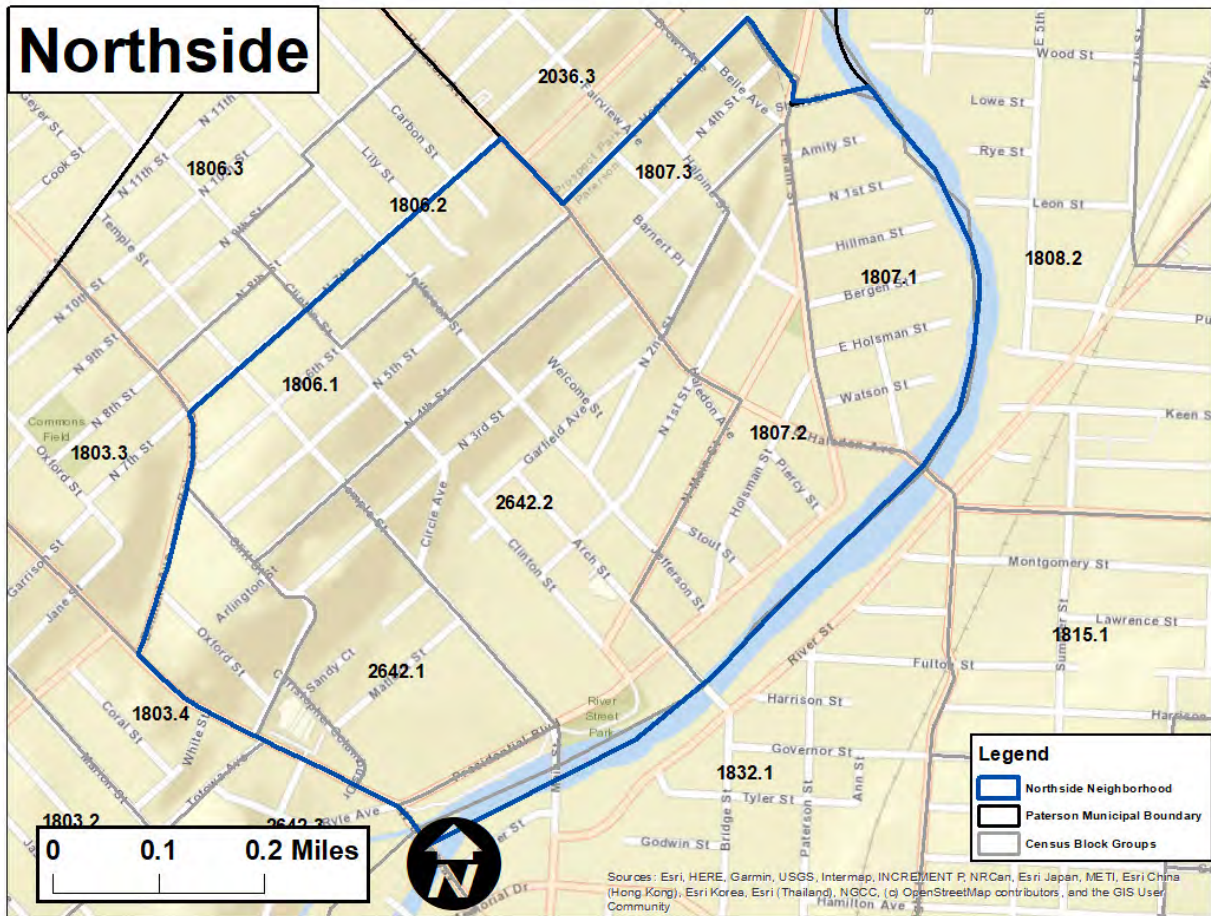
The Northside fully contains US Census Tract 1807, the majority of Census Tract 2642, a significant part of Census Tract 1806, and a small part of Census Tract 1803.



Most of the neighborhood is captured in the following Census Block Groups:

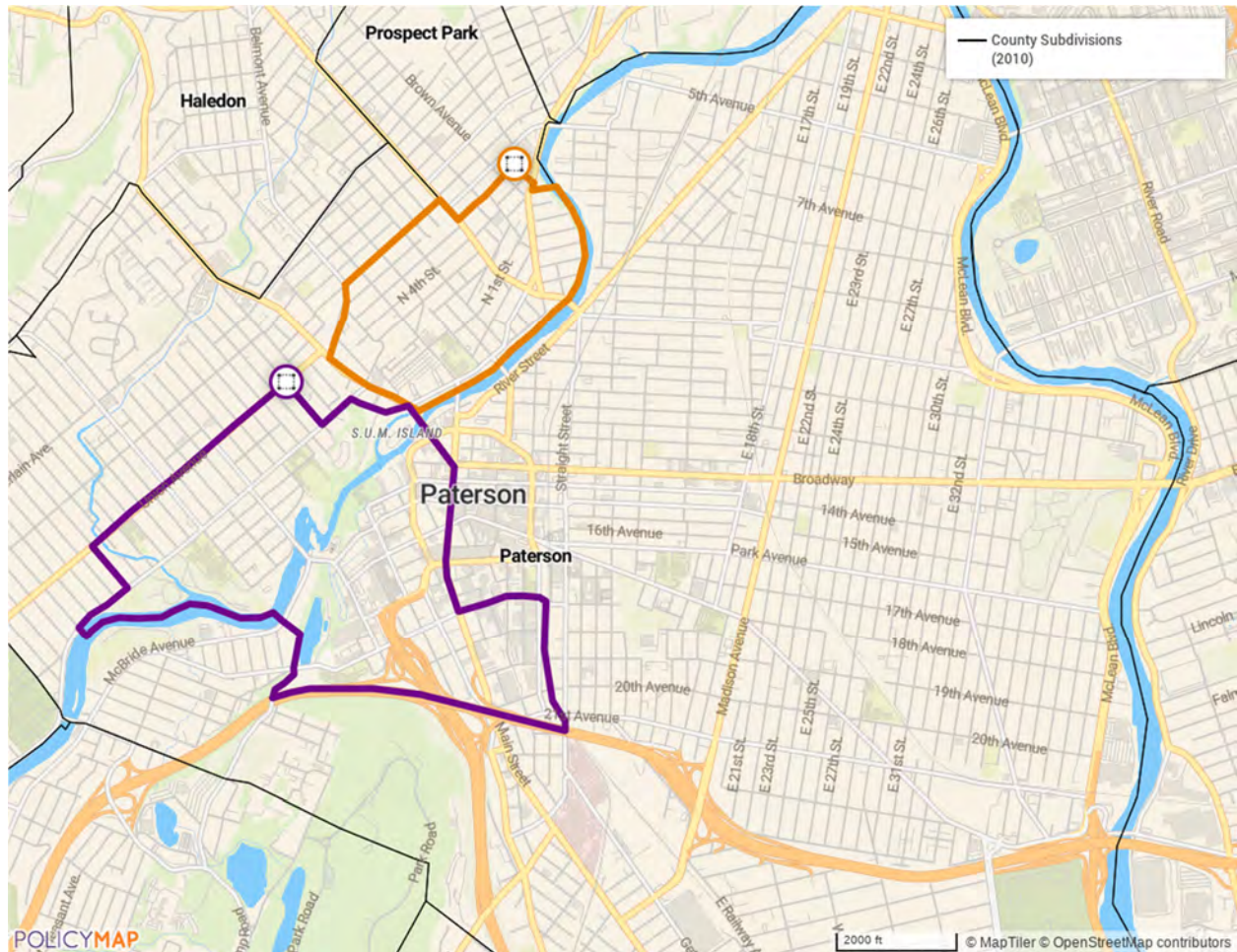
- Block Group 1, Census Tract 1806, Passaic County, New Jersey
- Block Group 2, Census Tract 1806, Passaic County, New Jersey
- Block Group 1, Census Tract 1807, Passaic County, New Jersey
- Block Group 2, Census Tract 1807, Passaic County, New Jersey
- Block Group 3, Census Tract 1807, Passaic County, New Jersey
- Block Group 1, Census Tract 2642, Passaic County, New Jersey
- Block Group 2, Census Tract 2642, Passaic County, New Jersey

The neighborhood also contains a sliver of Block Group 4, Census Tract 1803.



Regarding political boundaries, the Northside is wholly located within Paterson’s First Ward, and contains 4 of the Ward’s 8 Districts. The Northside also borders to its southwest the Great Falls Promise Neighborhood, another NRTC neighborhood whose revitalization effort is led by New Jersey Community Development Corporation, and the Great Falls National Historical Park.

The Northside and Great Falls Neighborhoods within Paterson, NJ



The primary arterial streets in the Area are:

- West Broadway (Passaic County Route 675)
- Haledon Avenue (Passaic County Route 504)
- East Main Street (Passaic County Route 504)
- Presidential Boulevard (Passaic County Route 509)

These streets provide the connections within Paterson and to surrounding areas to and from the First Ward Area, while most of the other streets in the neighborhood serve as local roads. West Broadway and Haledon Avenue serve as north/south connectors, connecting Downtown and the center of Paterson to areas northwest of the City. Presidential Boulevard runs along the Passaic River, connecting the east and west sides of the First Ward. East Main Street connects the Straight Street Bridge and Haledon Avenue to areas north of Paterson, towards the Borough of Prospect Park.

Other important streets are North Main Street, a central thoroughfare connecting many community businesses and assets, and Belmont Avenue, a community-centered commercial corridor serving as the western boundary of the neighborhood.

Topography

There is significant topographic change within the neighborhood. The topography is relatively flat and low in the eastern part of the neighborhood by the Passaic River. As one moves westward from the river bank there is a steep incline up towards North 3rd Street and continuing until the neighborhood's boundary at North 7th Street. This incline is so pronounced that sidewalks take the form of stairs in this section of the neighborhood.

Flood Map of the Northside (Source: First Ward Redevelopment Plan)

City of Paterson, NJ
 First Ward Redevelopment Plan

FEMA Floodplains

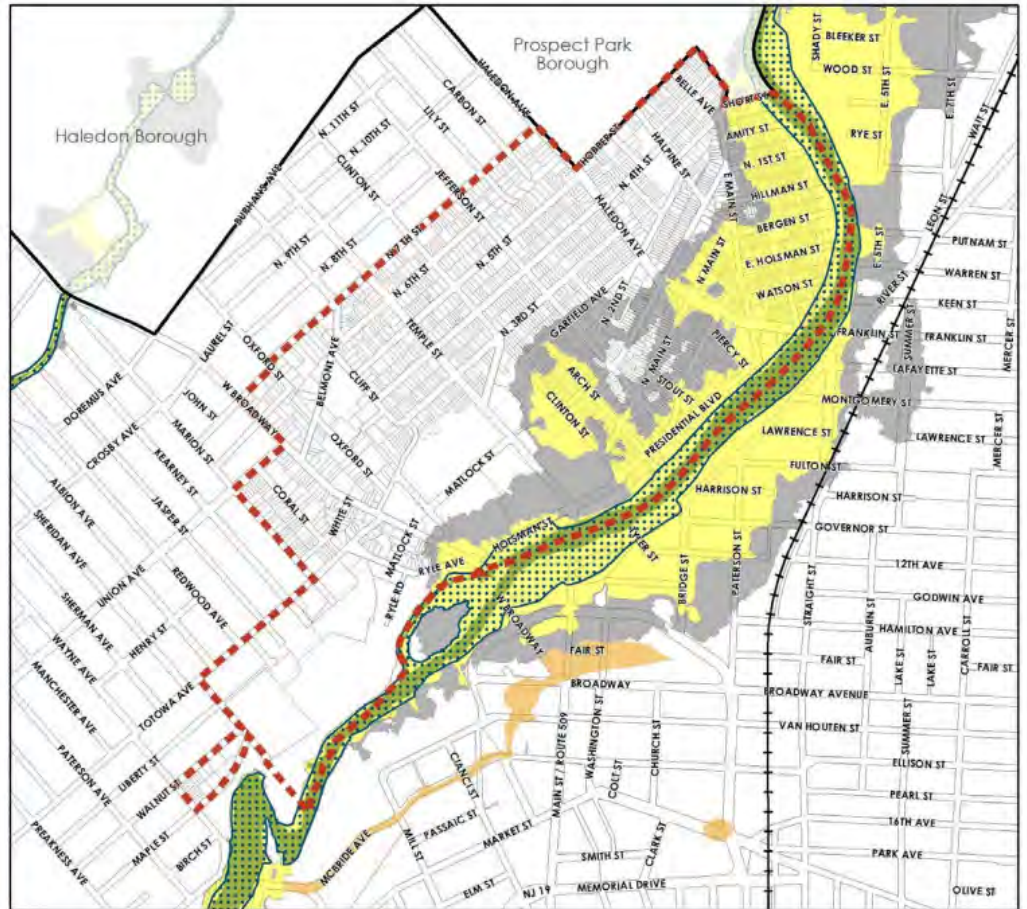
FEMA Flood Zones

- AE Zone:** Areas subject to the 1% annual chance flood (100 year floodplain)
- AO Zone:** Areas subject to the 1% annual chance shallow flooding where depths are between one and three feet. Some areas may have high flood velocities such as alluvial fans and washes.
- Shaded X Zone:** Areas subject to the 0.5% annual chance flood (300-year floodplain)
- Floodway**
- First Ward Redevelopment Area**

Scale: 0, 300, 1,000 Feet

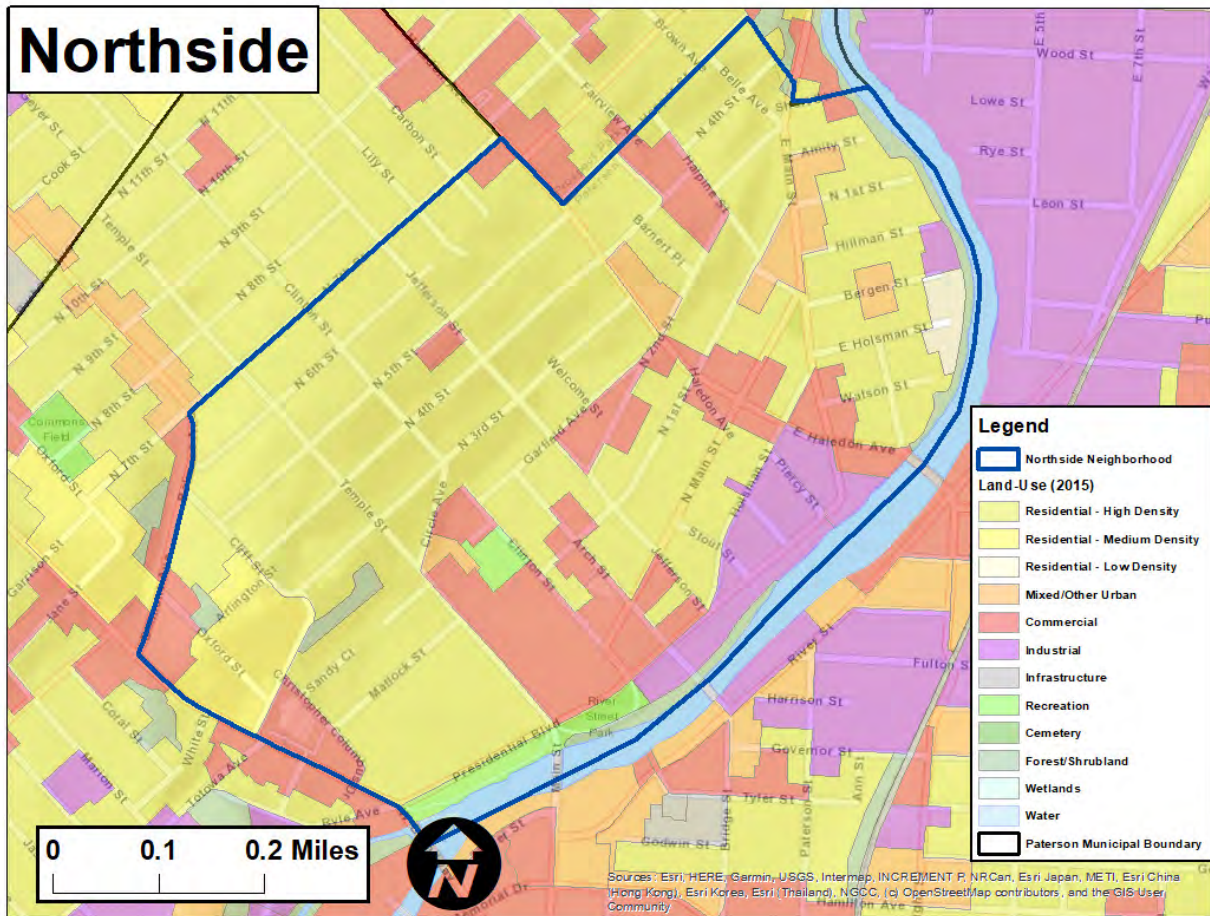
Source: NJGIC, NIDFP, NJOGIS, NJDCI, City of Paterson, FEMA 2016 Preliminary Flood Zones

HEYER GRUEL & ASSOCIATES



The Northside Neighborhood topography and proximity to the river creates a high propensity for flooding in a number of its areas. After numerous flooding events, including extreme flooding caused by Hurricane Irene in 2011, the City has targeted parcels in the neighborhood's Northeastern corner for acquisition as blue acres undeveloped space.

Land Use



The neighborhood’s current land use is mostly residential, with a smattering of commercial and institutional land use areas, and a stretch of Presidential Boulevard currently used for industrial purposes.

Zoning

The zoning designations governing the Northside come from the First Ward Redevelopment Plan. Most of the area is zoned for residential uses which gradually decrease in density moving away from Presidential Boulevard and the 4-building, 678-unit Riverview Towers complex toward Haledon and Prospect Park Boroughs. The neighborhood contains sections zoned for both neighborhood and general commercial use. All of the parcels along the Passaic River waterfront are zoned for open space, as are many adjacent, flood-prone parcels, especially in the area to the east of East Main Street.

Current Zoning (Source: First Ward Redevelopment Plan)

City of Paterson, NJ
 First Ward Redevelopment Plan
 Land Use Districts

Proposed Zoning

- RA-1: Residential
- RA-2: Residential
- R-4 Residential
- SR: Senior Residential
- C-1: Neighborhood Commercial
- C-2: General Commercial
- PU: Public Use District
- AR Adaptive Reuse District
- OS: Open Space
- NPGD: National Park Gateway District
- LW: Live/Work Overlay District

First Ward Redevelopment Area

0 500 1,000 Feet
 Sources: NJGIN, NJDEP, NJOGIS, NJDOT, City of Paterson

HEYER GRUEL & ASSOCIATES



Commercial Activity The neighborhood has commercial and retail establishments distributed on West Broadway and Belmont Avenue on its south and western borders, and on Haledon Avenue and East Main Street on the other side of the neighborhood. There are also scattered active commercial and industrial sites along the riverfront. The greatest share of neighborhood businesses are bodegas/grocers. Other retail uses include salons/barbershops, laundromats, liquor stores, junk and scrap yards and auto repair. There was a supermarket on West Broadway in the neighborhood, but it recently closed. Most of the neighborhood's commercial corridors are within Urban Enterprise Zones.

Residential Units

The breakdown by building type of the 3,620 residential units in the neighborhood is as follows:

Type of Building	# of units	% of units
Single Family, Detached	338	9.3%
Single Family, Attached	251	6.9%
Two-Family	1523	42.1%
3-19 Unit Building	802	22.2%
20-49 Unit Building	28	0.8%
50+ Unit Building	678	18.7%

Riverview Towers, a 4-building, 678-unit apartment complex located on Presidential Boulevard, between West Broadway and Temple Street, alone accounts for nearly one fifth of all housing units in the Northside. The complex caters to tenants receiving rental assistance through the Paterson Housing Authority. The Christopher Hope Homes, a public housing development located on both sides of Temple Street between Matlock Street and North 3rd Street, account for 134 neighborhood units, nearly 4% of neighborhood housing units.

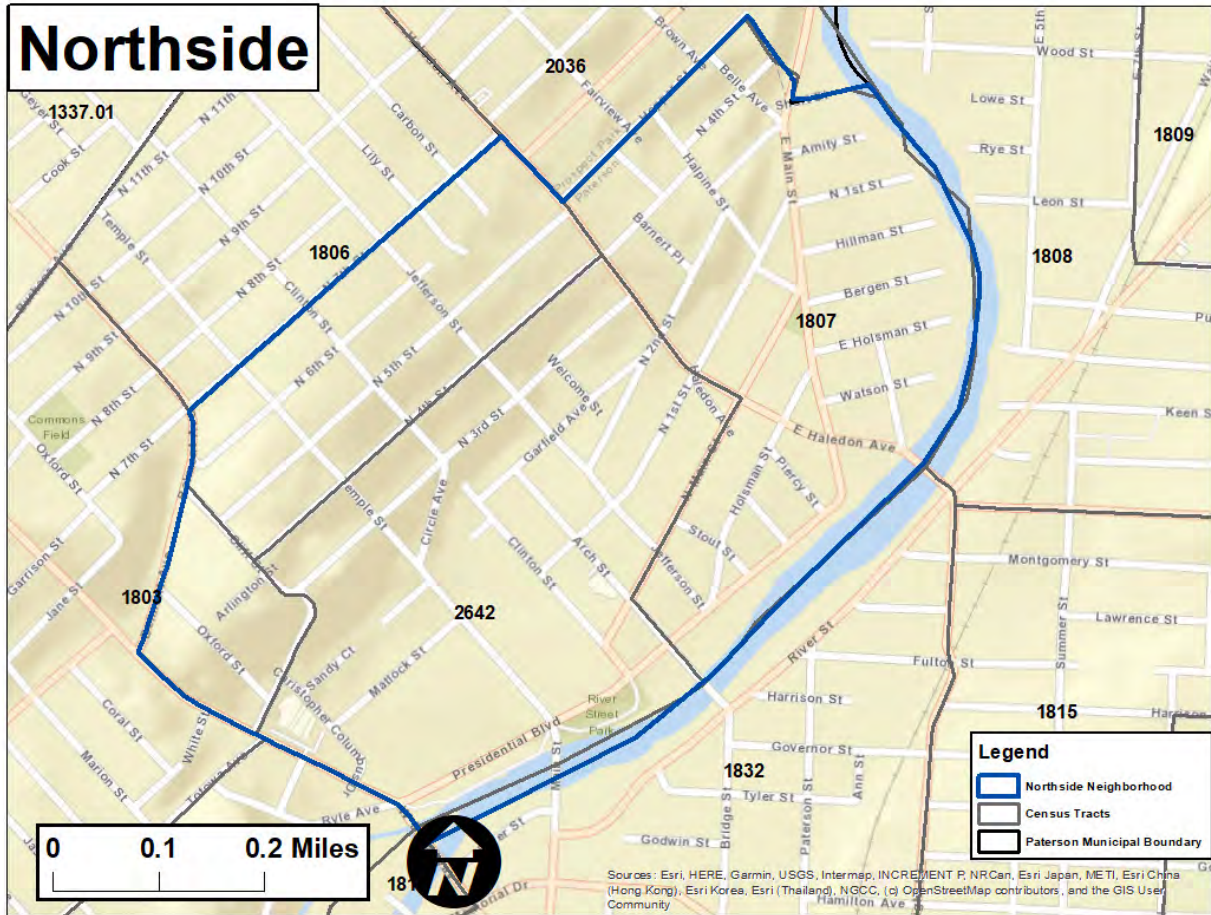
Within the Northside as a whole, 34% of housing units were built before 1940 and 57% were built before 1960. Riverview Towers was built in the mid-1960s. Christopher Hope Homes were built in the 1990s.



Riverview Towers

In instances when data is not available at the Block Group-level, but only at the Census Tract-level, the analysis includes the following three Census Tracts:

- Census Tract 1806, Passaic County, New Jersey
- Census Tract 1807, Passaic County, New Jersey
- Census Tract 2642, Passaic County, New Jersey



Demographics

The Northside has a total population of 10,364 people. The neighborhood's population trend has been one of steady increase, picking up steam in recent years. The population has increased 9.7% since 2000, and 7.3% since 2010.

The age breakdown of Northside residents is as follows:

Age	% of Neighborhood Population
Under Age 18	32.3%
Age 18-64	59.8%
Age 65 and Older	7.8%

The neighborhood’s population resides in 3,142 households, with an average household size of 3.3 persons. Similar to the population trend, the number of households in the Northside has increased 7.8% since 2000. 26% of households are headed by a single female; and 53% of neighborhood households have children (2010 Census). Married couples with children comprise 15% of neighborhood households, and 28% of households with children (2010 Census). 9.3% of neighborhood households are deemed “overcrowded” with more than one person per room.

Race/Ethnicity

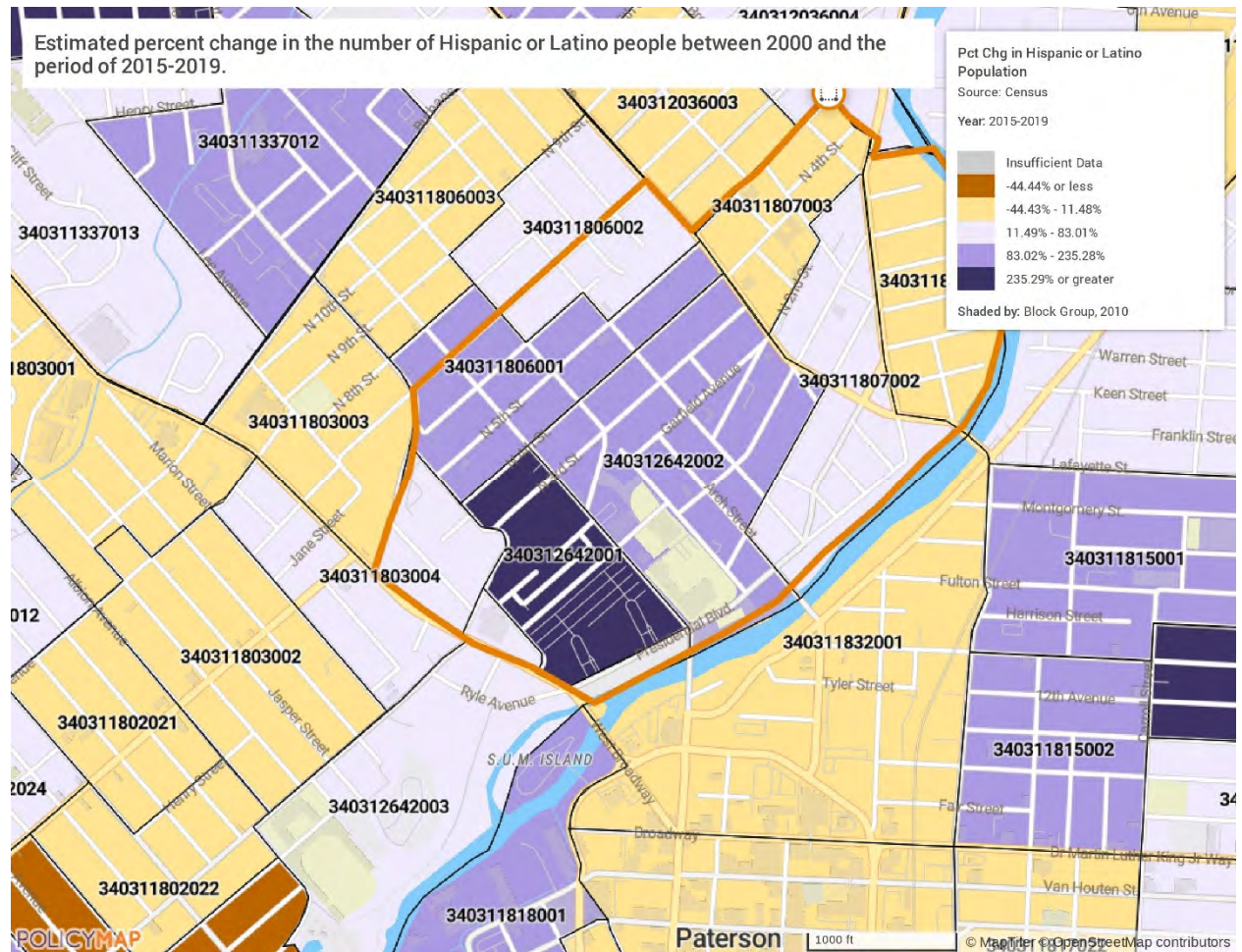
According to the 2018 ACS, the current racial and ethnic demographics of the Northside are as follows:

Race/Ethnicity	% of Neighborhood Population
Non-Hispanic White	1.1%
Black/African American	47.4%
Hispanic/Latino	49.7%
Asian	0.8%
Other Minority	1.1%
Two or more races	5.2%

One major demographic change over the last twenty years has been an increase in the relative share of Hispanics in the neighborhood and corresponding decrease in the share of African Americans in the neighborhood. It should be noted, however, that due to the Census’s classification systems for race and ethnicity, these two groups can and do overlap – as an individual can be both African American and Hispanic.

	% African American	% Hispanic/Latino
2000 Census	64.7%	30.3%
2010 Census	54.9%	44.2%
2018 ACS	47.4%	49.7%

This increase in the Hispanic population share of the neighborhood has been driven heavily by the Northside’s Block Group 1 of Census Tract 2642, which has seen a 4-fold increase in the Hispanic population share since 2000, which is the largest increase in Hispanic population share anywhere in the City of Paterson during that time. Housing in Block Group 1, Tract 2642 is dominated by Riverview Towers and Christopher Hope Homes.



Foreign Born

Among residents of Census Tracts 1806, 1806, and 2642, 29.3% are foreign born. Among those foreign born, 71% were born in the Caribbean, 17.2% were born in South America, 4.5% from Asia, 2.9% from Mexico and Central America, 1% from Europe, and 3.3% from other areas. Regarding their time in the United States, 27.4% of the neighborhood’s foreign-born residents came to the US since 2010; 38.6% arrived between 2000 and 2009, and 34% arrived before 2000.

Income

The median household income in Northside is between \$30,000 and \$35,000 per year. This is at least 10% lower than median household income in the City of Paterson (\$39,282), and significantly lower than the median household income for New Jersey (\$81,740), Passaic County (\$66,476), and HUD’s FY 2018 Family Median Income for the Bergen-Passaic, NJ HUD Metro FMR Area (\$102,300).

Household Income	% of Households
Less than \$10,000	15.9%
\$10,000 to \$14,999	9.2%
\$15,000 to \$19,999	12.4%
\$20,000 to \$24,999	5.3%
\$25,000 to \$29,999	5.2%
\$30,000 to \$34,999 (Median)	4.2%
\$35,000 to \$39,999	5.3%
\$40,000 to \$44,999	5.5%
\$45,000 to \$49,999	2.7%
\$50,000 to \$59,999	7.9%
\$60,000 to \$74,999	8.6%
\$75,000 to \$99,999	9.5%
\$100,000+	8.3%

Using HUD’s FY 2018 Median Family Income calculation for the Bergen-Passaic, NJ HUD Metro FMR Area of \$102,300, at least 82.2% of Northside households earn less than 80% of Area Median Income and are “low and moderate-income” as per the NRTC program’s definition; At least 65.7% of households earn less than 50% of the Area’s Family Median Income, and are thus defined as “low income.”

% of Family Median Income	100%	80%	50%	25%
	(\$102,300)	(\$81,840)	(\$51,150)	(\$25,575)
Minimum # of Households At or Under Income Level	91.7%	82.2%	65.7%	42.8%

Just over 32% of Northside residents live in poverty, which is higher than that of the City of Paterson (28%) and Passaic County (16.7%).

Employment

The unemployment rate for the neighborhood is nearly 8%, which is higher than the City unemployment rate at nearly 3%. The Northside has a relatively high prime-age employment population ratio, where 66.2% of adults between the ages of 18-64 were employed in the last year, according to the 2018 ACS.

Of working Northside residents, 72% worked year-round, full time. However, among young-adult working Northside residents, age 20 to 24, only 59% are employed year-round, full time.

Nearly two-thirds of working Northside residents are employed in four dominant industries: The largest is the healthcare sector, which is the source of employment for 22.8% of working Northside residents. The other three dominant industries are retail trade, transportation and warehousing, and manufacturing. At the occupational level, neighborhood employment in the Healthcare industry seems to be primarily in health support roles and ancillary, non-care providing roles. Less than one percent of working Northside residents are Health diagnosing and treating practitioners; 2.7% are Health technologists and technicians; and 11.3% are in health support occupations.

While women make up 54% of Northside workers, they comprise 87% of those employed in Healthcare. However, women only make up 25% of those employed in Transportation and Warehousing.

Northside Resident Workers by Industry and Sex

INDUSTRY	Male	Female	TOTAL	% of TOTAL
Educational services, and health care and social assistance: Health care and social assistance	123	811	934	22.8%
Retail trade	369	227	596	14.6%
Transportation and warehousing, and utilities: Transportation and warehousing	408	133	541	13.2%
Manufacturing	199	295	494	12.1%
Professional, scientific, and management, and administrative, and waste management services: Administrative and support and waste management services	127	134	261	6.4%
Arts, entertainment, and recreation, and accommodation and food services	100	134	234	5.7%
Educational services, and health care and social assistance: Educational services	46	180	226	5.5%

Wholesale trade	127	80	207	5.1%
Professional, scientific, and management, and administrative, and waste management services: Professional, scientific, and technical services	89	77	166	4.1%
Other services, except public administration	100	63	163	4.0%
Construction	93	0	93	2.3%
Finance and insurance, and real estate, and rental and leasing:	25	65	90	2.2%
Other	48	36	84	2.1%

Nine in ten Northside workers are private, for-profit wage and salary workers; while 3.7% are employed by government at the local, state, or federal level.

Northside Resident Workers by Class of Employee

TOTAL WORKERS	4089
Private for-profit wage and salary workers:	90.4%
Employee of private company workers	87.4%
Self-employed in own incorporated business workers	3.0%
Private not-for-profit wage and salary workers	3.4%
Local government workers	1.5%
State government workers	2.1%
Federal government workers	0.1%
Self-employed in own not incorporated business workers	2.5%

Many if not most of the jobs in which Northside residents are employed do not pay a living wage. The median earnings for all Northside workers is less than \$28,000 per annum. Among only those who worked full-time, year-round, median earnings are less than \$40,000 per annum. As a result, a quarter of Northside workers make less than \$15,000/year from their primary job, and approximately 73% of workers earn less than \$40,000/year from their primary job, according to the 2017 US Census Longitudinal Employer-Household Dynamics Survey. According to the same 2017 data, 12% of employed Northside residents hold multiple jobs.

5.3% of Northside households reported self-employment income. Three percent of Northside workers are self-employed in their own incorporated business, while 2.5% of workers are self-employed in an unincorporated business.

In commuting to their workplace, the vast majority of Northside residents take a private automobile, while one in eight take public transportation.

One-way Commute Time

Commute Time	% of Workers
< 20 Minutes	21.5%
20-45 Minutes	64.6%
> 45 Minutes	13.9%

Primary Commute Mode

Commute Mode	% of Workers
Private Auto	84.4%
Public Transportation	12.0%
Other (Walk, Bike, Taxi, etc.)	3.6%

The Northside itself is not a major site of employment. There are only 344 private sector jobs in the neighborhood. Of them, 27% pay less than \$15,000 per year, and 76% pay less than \$40,000. Roughly a quarter of these jobs are at the Paterson Community Health Center.

In community meetings, residents opined that the best local sources of good jobs were St. Joseph's Medical Center and public employment with the City, County, State or School District.

Residents also noted that Price Wise supermarket in City Center Mall downtown, was a place where Paterson residents could get hired into local, good, union jobs. The Northside is also close to the Bunker Hill Special Improvement District, an industrial section of Paterson with a large number of manufacturing and warehousing jobs, including with Kontos Foods and Accurate Box Company. Additionally, Sealy Mattress operates a large facility just outside Bunker Hill.

Education

Over 71% of Northside residents age 25 and older have at least a high school degree, and nearly 9% of residents have a bachelor's degree or higher. Less than 1% of residents 25 and older have a post-graduate degree. For 13.4% of the neighborhood aged 25 and older, their highest level of education attainment is some college or an Associate's Degree.

Among current high-school aged youth, 2.6% of Northside residents aged 16-19 have dropped out of High School.

	Northside	Paterson	New Jersey
Have at least a High School Degree (Age 25 and Older)	71.4%	73.4%	89.8%
Have at least a Bachelor's Degree (Age 25 and Older)	8.8%	10.8%	39.7%
High School Drop Out (Age 16 through 19)	2.6%	4.6%	n/a

The levels of educational attainment in the Northside are slightly less than those of the City of Paterson as a whole, and are significantly less than those of the State of New Jersey. One notable exception is that the current dropout rate for youth age 16 through 19 in the Northside is better than that of the City of Paterson.

Language

Between 50 to 60% of neighborhood residents speak predominantly or exclusively English at home, while between 35 to 40% of residents predominantly speak Spanish at home. 18.7% of Northside residents age five and older have Limited English Proficiency.

Housing

Of the 3,620 housing units located in the Northside neighborhood, nearly 68% are renter-occupied, while 19% are owner-occupied. Relative to the City of Paterson as a whole, the Northside has a 20% lower relative share of owner occupants. Moreover, the relative share of vacant housing units in the Northside is 30% larger than that of the City.

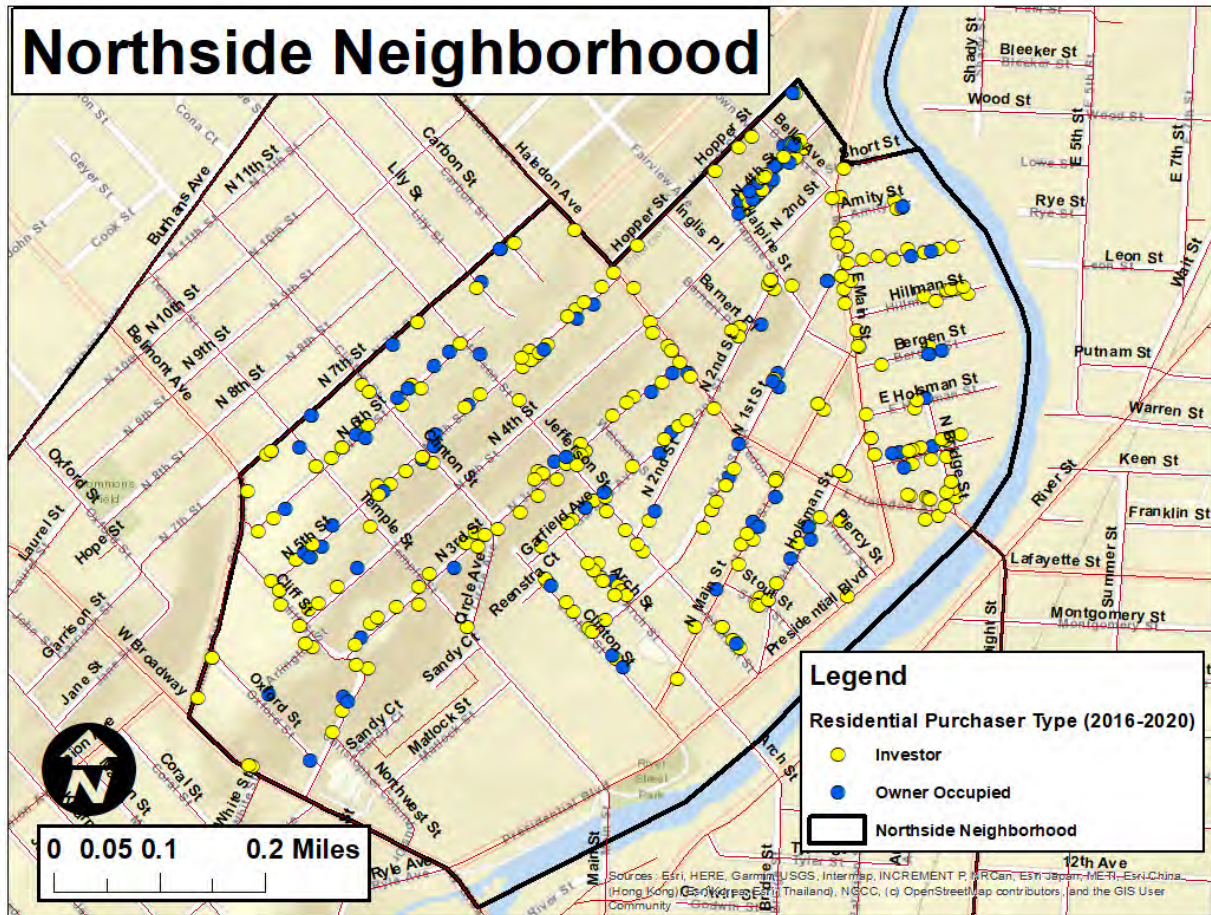
	Northside	Paterson
Owner-Occupied Housing Units	19%	24%
Renter-Occupied Housing Units	68%	66%
Vacant Housing Units	13%	10%

Among Northside *households*, 17% of households are homeowners. The neighborhood homeownership rate has declined somewhat since 2000, when it was 21%. However, the absolute number of homeowner households has been constant during this period at between 544 and 531, suggesting that the Northside's population growth has largely been in renter households.

Older residents, age 65 and older, make up a disproportionately large share of Northside homeowners, with residents in this age group comprising 31% of Northside homeowners, but only 7.8% of the Northside population.

Residential homeownership is distributed throughout the Northside, with the exception of Block Groups 2640.01 and 1807.01. There are certain streets where there are strong, majority clusters of owner-occupied units, including Oxford Street, North 6th Street, North 7th Street., Barnert Place, North 2nd Street, North 1st Street and Piercy Street

Type of Buyer for Class 2 Residential Properties



Renters

Regarding the renter population in the Northside, 940 households (in Census Tracts 1807 and 2642) receive some form of housing rental subsidy, representing 42% of households in those tracts. In Census Tract 2642, which includes the Riverview Towers and the Christopher Hope Homes, over 67% of renter households receive some form of housing subsidy.

On rental housing affordability, a quarter of renter households in the Northside are extremely cost burdened, spending at least 50% of their monthly income on housing costs. Only approximately 41% of 1,037 two-bedroom rental apartments in the Northside would be affordable to a family of four earning \$51,150, which is 50% of the 2018 Median Family Income in the HUD Bergen-Passaic, NJ HUD Metro FMR Area. When looking at the Northside median household income of between \$30,000 and \$35,000 a year, only about 38% of neighborhood rental units of any size would be affordable to a household earning the neighborhood median income.

Vacant and Abandoned Properties

Approximately 13% of residential units in the Northside are vacant. The relative share of vacant housing units to all residential units is 30% higher in the Northside than that of the City of Paterson as a whole. The Northside also has a significant number of vacant or abandoned formerly industrial properties.

Abandoned and vacant properties are a problem for the Northside. The 2017 First Ward Redevelopment Plan, which covers the entirety of the Northside as well as a few adjacent areas, notes that “When the Area was designated as an ‘area in need of redevelopment’ in 2003, it was due to a combination of having buildings that were substandard or dilapidated, abandoned, or obsolete for a number of reasons. Throughout much of the Area, the conditions that led to a redevelopment designation remain. While some buildings and properties have been maintained and renovated, a number of other buildings either remain or have fallen into a state of disrepair.”

Health

89% of Northside residents have health insurance. The neighborhood is home to one of two Federally Qualified Health Centers in Paterson, the Paterson Community Health Center. However, the neighborhood adult population experiences higher than average rates of chronic illness and comorbidities. For example, according to 2017 data from PolicyMap and the Centers for Disease Control and Prevention (CDC) Behavioral Risk Factor Surveillance System:

- Approximately 35% of adults report being Obese, with a Body Mass Index (BMI) of 30 or higher
- Approximately 24% of adults in the neighborhood reported Fair or Poor Health in the Past 30 Days
- Approximately 12% of adults report to have asthma
- Approximately 12% of adults have been diagnosed with Diabetes
- Approximately 2.5% of adults have been diagnosed with Heart Disease
- Approximately 33% of adults have been diagnosed with high blood pressure (2017)

Relatedly, the same data reports that a significant number of Northside adult residents report sub-optimal personal experiences related to nutrition and exercise. Approximately 38.5% of adults report being physically inactive in the past 30 days, and 21.5% of adults report eating less than one serving of fruit or vegetables per day.

Other Plans

First Ward Redevelopment Plan (November 2017)

The First Ward Redevelopment Plan, adopted by the City of Paterson in November 2017 to update the original First Ward Redevelopment Plan created in 2003, covers a redevelopment area identical to the Northside Neighborhood with the addition of a few areas to the southwest of the neighborhood – the largest being Block Group 3 of Census Tract 2642, which consists mainly of publicly owned land along the river where historic Hinchliffe Stadium and Public School 5 are located.

The Redevelopment Plan outlines design standards for residential, commercial, and mixed-use buildings, as well as streetscape – advocating for the use of a “Complete Streets” approach to street design. All design standards are consistent with Paterson Habitat’s current and future development work in the neighborhood and Paterson Habitat has long worked to foster a complete street approach to neighborhood streetscape – something reaffirmed in this NRTC Plan.

The Plan also proposes twelve redevelopment “Goals and Objectives.” They are:

- Revitalize the First Ward of the City
- Assemble parcels for larger development projects
- Reduce the blighting impacts of abandoned/ vacant properties
- Provide quality new housing options for area residents
- Create cohesive, and vibrant commercial districts to serve the local population
- Promote mixed use development
- Reduce the impacts of flooding from storm events
- Establish a greenbelt along the Passaic River
- Facilitate connections to the National Park
- Promote the restoration of Hinchliffe Stadium
- Provide additional community facilities
- Enhance public safety

As can be seen in the Strategies outlined in Section 7, this Plan explicitly reaffirms all of these objectives, save for that related to Hinchliffe Stadium, which is not directly relevant as it is not included in the Northside NRTC neighborhood boundaries. This Plan puts specific emphasis on addressing abandoned and vacant properties (incorporated into both Strategy 1, “Homeownership Housing” and Strategy 11, “Crime Prevention.”), and establishing a greenbelt along the river in a way that reduces flooding impact (Strategy 6, “Unlock the Waterfront through the Paterson Greenway Project”).

Paterson Master Plan (April 2014)

The Paterson Master Plan was adopted in 2014. This Northside Neighborhood Plan is consistent with the Master Plan, and, in fact, reaffirms many of the stated “Goals and Objectives” in the Master Plan. Among these shared goals and objectives are, from the Land Use Recommendations:

- Strengthen Code Enforcement
- Implement Crime Prevention Through Environmental Design (CPTED)
- Address Vacant and Abandoned Properties
- Implement the goals of the 2011 Northside Neighborhood Plan, Keeping Pride in the Northside, specifically:
 - Establish a riverwalk along the Passaic River with pedestrian walkways and trails
 - Consider relocation strategies for businesses in the expanded Passaic River flood zone to Bunker Hill
 - Increase resiliency in the Bunker Hill area and flood areas; implement green infrastructure solutions.
 - Establish community gardens in the neighborhood and additional public and green spaces in appropriate locations.
 - Remove blighted buildings and structures and replace them with affordable housing
 - Provide for youth, adult and library services for Northside and area residents.
 - Integrate Together North Jersey Local Demonstration Project recommendations (CPTED audit projects).

From the Housing Element Recommendations:

- Increase Home Ownership Opportunities
- Upgrade and Maintain Existing Affordable Housing Stock
- Secure Funding for Affordable Housing
- Match Households in Need with Housing Resources
- Encourage Inclusionary Housing
- Find Suitable Locations for Future Housing Construction

From the Economic Development Recommendations:

- Capitalize on the Paterson Great Falls Historic Park for Economic Development
- Enhance the Image and Perception of the City as an Attractive Place to Live
- Target and Promote Sites for New Grocery Stores
- Capitalize on the Growth and Expansion of St. Joseph’s Regional Medical Center
- Attract Employment Generating Businesses to Paterson
- Establish Small Business Incubators in Paterson

- Provide Skills Training for Paterson residents to Meet the Demands of Targeted Industries
- Capitalize on the Growth of Passaic County Community College
- Encourage Brownfields Redevelopment
- Increase Natural Disaster Resiliency

From the Community Facilities Element:

- Relocate the First Ward Branch Library
- Develop Resource Centers – “There is a need for community services to provide resources for residents such as computers and career training. [...] A new branch library in the First Ward could serve this function for residents in those neighborhoods.”
- Address Inadequate School Facilities
- Improve Community Centers

From the Circulation Element:

- Adopt a “Complete Streets” policy
- Implement Bicycle and Pedestrian Improvements

From the Open Space and Recreation Element:

- Provide for Additional Recreation Opportunities
- Provide River Access
- Develop a Passaic River Greenbelt
- Connect the Parks

From the Urban Design Element:

- Improve Streetscape Appearances
- Enhance City Gateways
- Improve the Appearance of Bridges
- Improve Commercial Facades
- Develop Neighborhood Plans

Paterson Greenway Project (2019)

In 2019, a volunteer planning team from the New Jersey chapter of American Planning Association (APA-NJ) worked with Habitat and other stakeholders to complete a flood mitigation and open space plan focused on the Passaic River waterfront in the Northside and on the East Main Street section of the neighborhood. The Plan was created as part of the APA-NJ Community Planning Assistance Project (CPAP) program. The Plan proposed a three-phased effort to create a river walk and parkland along the Passaic River. Phase I would include installing a Promenade along the river edge behind the existing riverside park; adding lighting, signage, and public art to the existing park spaces; clearing and greening of City-owned land

connecting to the promenade and in the East Main Street neighborhood; and functional and design improvements to the Arch Street Bridge. Phases II and III would involve new park elements to the newly greened spaces, and connecting the promenade to the Great Falls National Historical Park to the south and to the Borough of Prospect Park to the north.

This Northside Neighborhood Plan fully affirms the analysis and recommendations of the Paterson Greenway Project, and incorporates them fully into its proposed strategies and activities in Section 7, as Strategy 6 “Unlock the Waterfront through the Paterson Greenway Project.”

Paterson Northside Community Action Plan (2015)

In 2015, Together North Jersey worked with Paterson Habitat to create a Community Action Plan as part of its Local Demonstration Project program. Focusing on the section of the Northside neighborhood starting at Haledon Avenue and heading north, the Community Action Plan sought to increase economic opportunity and resiliency, while employing CPTED principles to enhance public safety.

Major recommendations in the Community Action Plan included streetscape and beautification enhancements to the Haledon Avenue commercial corridor to better facilitate multimodal circulation and create a more attractive experience for retail consumers; and the greening of the flood-prone areas of the East Main Street section of the neighborhood. The Community Action Plan also recommended placing particular importance on healthy food access when considering economic opportunities for the Haledon Avenue commercial corridor. All of the recommendations in the Community Action Plan are affirmed and continued in this NRTC Neighborhood Plan, most directly in Plan Strategy 12 “Strengthen Local Businesses.”

Crime Prevention Through Environmental Design (CPTED) City of Paterson, Audit of Six Corridors (2016)

In 2016, Together North Jersey, the City of Paterson, and community stakeholders, including Paterson Habitat, worked with the planning firm Arterial Design Studio to conduct a CPTED analysis of six Paterson corridors. Of the six corridors, two were in the Northside: East Main Street and North Main Street. On North Main Street, the Audit noted that the majority of properties in the target section were vacant or abandoned, including the Northside public library branch building. The Audit proposed recapturing the library as a community asset, rather than allowing it to continue as a liability. It also proposed design and activity features for the underutilized surface parking lot of the Paterson Community Health Center on the corridor.

On East Main Street, the Audit similarly found that “vacant or abandoned properties may be contributing factors to criminal activity.” In addition to addressing abandoned properties, the Audit proposes improvements to Cobb Park as well as traffic calming measures that should increase lawful community activity in the area and provide natural surveillance.

Strategy 11 of this Northside Neighborhood Plan calls for neighborhood-wide use of CPTED as a crime deterrent and supports the continued implementation of the specific recommendations of the Audit for East Main Street and North Main Street.

Walkable Community Workshop: Pedestrian Safety and Accessibility in the Vicinity of Napier Academy Elementary (2012)

In 2012, the North Jersey Transportation Planning Authority partnered with Napier Academy, a technology-focused public elementary school located at 55 Clinton Street in the Northside, on a study of the pedestrian conditions around Napier Academy and the other schools in the Northside. The final Walkable Community Workshop document highlighted a number of opportunities to improve and enhance the pedestrian and traffic safety infrastructure in the neighborhood, making location specific recommendations. The recommendations included new and better designed crosswalks, traffic and walk signals, enhanced lighting and signage, sidewalk repairs, pedestrian bump outs, and Americans with Disabilities Act (ADA) curb cuts. The report also highlighted the importance of maintaining both the existing pedestrian infrastructure as well as trimming nearby trees or vegetation that could hinder visibility or block signage.

This Northside Neighborhood Plan wholeheartedly endorses pedestrian safety and complete-streets improvements throughout the neighborhood, and proposes the continued implementation of the Walkable Community Workshop recommendations as part of Strategy 10 “Create Safe and Complete Streets.”

Building Pride in the Northside NRTC Neighborhood Plan (2011)

The now-lapsed Northside NRTC Neighborhood Plan was completed in 2011. Through a community-driven participatory process, it took a comprehensive look at the neighborhood and settled on five key areas of improvement: Youth and Young-Adult Development, Quality of Life, Economic Development, Housing, and Environmental/Open Space. Among the core strategies in the Plan were building community awareness of the Northside revitalization effort; promotion of community policing endeavors; job readiness and skills training; development of business districts along Haledon Avenue and West Broadway; removal of spotted blight; construction of a mix of housing types; redesign green space; including a Passaic River Walk; and implementing flood controls.

The Building Pride in the Northside Plan has guided the efforts of Paterson Habitat and partners in the NRTC program for the last decade. Learning from this experience and recognizing changes in the makeup, needs, and opportunities of the neighborhood, this current Neighborhood Plan carries forward these broad objectives with greater rigor and insight.

Section 6: Neighborhood Assets and Involvement

Community Assets

Medical:

Paterson Community Health Center, 32 Clinton Street

Transportation:

NJ Transit Bus Line 703, Haledon-Paterson-East
Rutherford

NJ Transit Bus Line 744, Passaic-Paterson-Wayne

NJ Transit Bus Line 748, Paterson-Wayne

Educational:

Paterson Academy for the Gifted and Talented, Public
School 28, 200 Presidential Boulevard.

Rev. Dr. Frank Napier, Jr. School of Science and
Technology/Public School 4, 55 Clinton Street

Public School 12, 121 N. 2nd Street

Gilmore Memorial Christian Academy, 131 Haledon
Avenue

Paterson Academy for Urban Leadership, 112 North 5th
Street

CAMP Youth Development Program, 15 N. 1st Street

BJ Wilkerson Memorial Child Development Center, 124
Haledon Avenue

Parks/Recreation:

Tyrone Collins Park, 158-192 Presidential Boulevard.

Virginia and Odis B. Cobb Memorial Park, 174-186 North
Main Street

Titus Park/Clinton Street Park, 65-95 Clinton Street

Community:

Christopher Hope Community Center, 60 Temple St.

Grace Chapel Church Garden, 26 Haledon Ave.



Paterson Community Health Center



Napier School of Science and Tech/Public School 4



Christopher Hope Community Center

Northside Branch, Paterson Public Library, 60 Temple Street

Passaic River Garden, 108 E. Holsman Street

Public School 12 Community Garden, 124 North 2nd Street

Paterson Fire Department Fire Station, 34-48 Temple Street



Fire Station

Celebration/Events:

Annual Community Cleanup of Tyrone Collins Park, May, 158-192 Presidential Boulevard.

Humble Beginnings Annual Cookout to Support Prisoner Re-Entry, July, 69 North 1st Street

#OnePaterson Community Event, July, Virginia and Odis B. Cobb Memorial Park, 174-186 North Main Street

Humble Beginnings Weekly Breakfasts to Support Community Building, Every Sunday, 69 North 1st Street

King of the Court Basketball Tournament, August, Tyrone Collins Park, 158-192 Presidential Boulevard

Paterson Habitat Homeowners Association Annual Block Party, July, Grace Chapel Parking Lot, North 1st Street

National Night Out, August, Various Neighborhood Locations

Paterson Habitat Homeowners Association Annual School Supply Give Away, August, Christopher Hope Community Center, 60 Temple Street

Regional Assets:

Waterfront: Passaic River Waterfront, Tyrone Collins Park, 158-192 Presidential Boulevard

Amphitheater: Clinton Street Park, 65-95 Clinton Street

Municipal Revitalization Priority

The entirety of the Northside is designated by the City of Paterson as an Area in Need of Redevelopment and is subject to the City's 2017 First Ward Redevelopment Plan. The First Ward Redevelopment Plan lays out the following twelve "Goals and Objectives:"

- Revitalize the First Ward of the City
- Assemble parcels for larger development projects
- Reduce the blighting impacts of abandoned/ vacant properties
- Provide quality new housing options for area residents

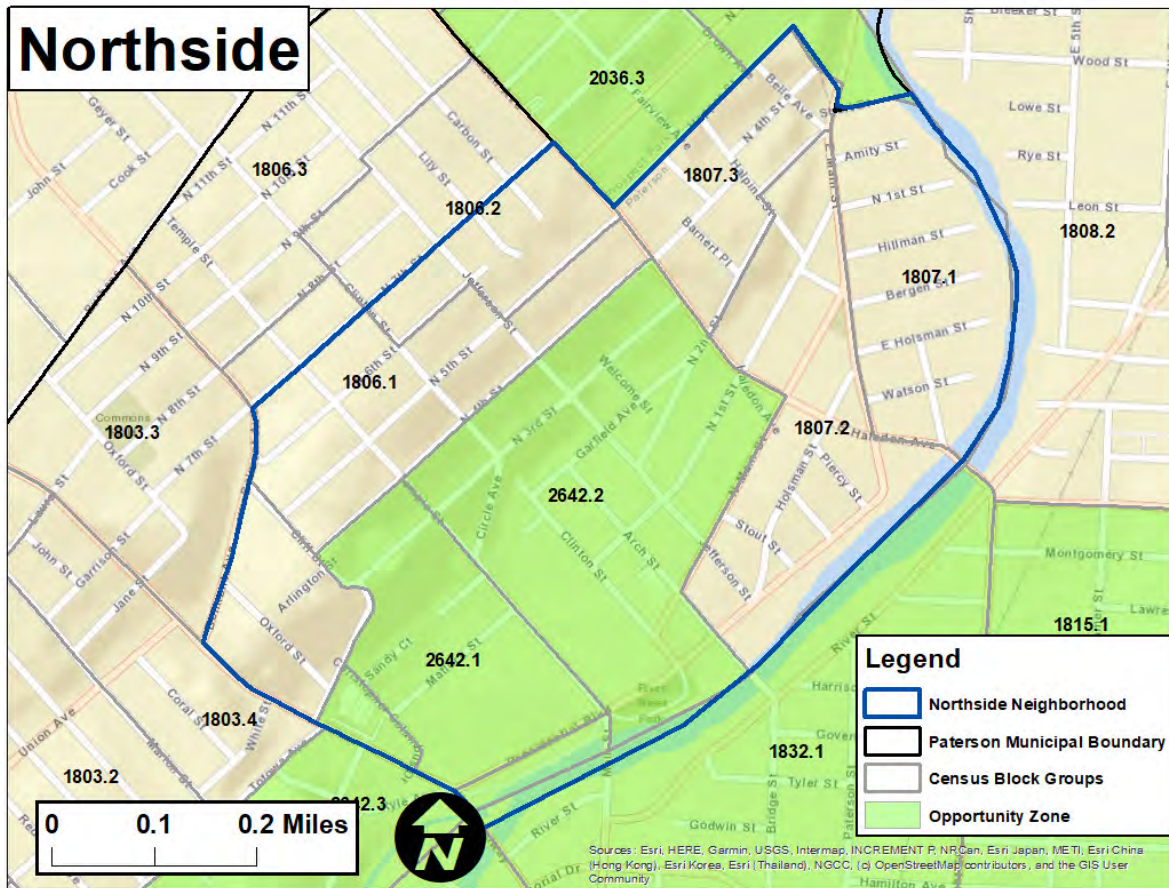
- Create cohesive, and vibrant commercial districts to serve the local population
- Promote mixed use development
- Reduce the impacts of flooding from storm events
- Establish a greenbelt along the Passaic River
- Facilitate connections to the National Park
- Promote the restoration of Hinchliffe Stadium
- Provide additional community facilities
- Enhance public safety

Additionally, over the past five years the City of Paterson has invested over \$2.6 million in HOME funds into the Northside for the demolition of blighted structures and the construction or rehabilitation of affordable housing. The City has also used its CDBG funds to support the Paterson Community Health Center in the Northside.

UEZ and Opportunity Zones

Census Tract 2642 is an Opportunity Zone, meaning that approximately half of the land in the Northside enjoys this designation. The majority of the neighborhood’s commercial areas are within Urban Enterprise Zones covering West Broadway, Belmont Avenue, Haledon Avenue, and East Main Street.

Figure 1: Opportunity Zones



Community Organization Effectiveness

In the past five years, Paterson Habitat has completed the following physical development projects:

1. 85 North 1st Street - Home rehabilitation
2. 5 Garfield Avenue - Home rehabilitation
3. 111-113 North 3rd Street - Unsafe Home Demolition
4. 69 Garfield Avenue - Home rehabilitation
5. 63 Holsman Street - Unsafe Home Demolition
6. 82 Clinton Street - Unsafe Home Demolition
7. 115 North Main Street - Home rehabilitation
8. 91 North Main Street -Home rehabilitation
9. 111-113 North 3rd Street - New home construction
10. 70 Clinton Street - Home rehabilitation
11. 55 1/2 Holsman Street - Home rehabilitation
12. 4 Reenstra Court - Home rehabilitation
13. 63 Holsman Street - New home construction
14. 82 Clinton Street - New home construction
15. 125 North 1st Street - Home rehabilitation
16. 134 North 4th Street - Home rehabilitation
17. 113 North 1st Street - Home rehabilitation
18. 151 North 1st Street - Home rehabilitation
19. 127 North 3rd Street -Home rehabilitation
20. 77 Jefferson Street - Home rehabilitation
21. 72 Clinton Street - Home rehabilitation
23. 16 Halpine Street - Home rehabilitation
24. 93 North Main Street - Home rehabilitation
25. 74 Clinton Street - Home rehabilitation
26. 127 3rd Street - Home rehabilitation

Community Engagement

Over the last twelve months, Paterson Habitat has helped organize the following community meetings and community-improvement events in the Northside:

1. Paterson Habitat Homeowners Association - Community members meet in the Northside Neighborhood every last Tuesday of each month to discuss issues impacting the NRTC neighborhood. COVID-19 pandemic restrictions on meeting in person have reduced the number of monthly meetings since April.
2. Paterson Habitat Neighborhood Revitalization Committee - Community members meet in the Northside Neighborhood every third Thursday of each month. COVID-19 pandemic restrictions on meeting in person have reduced the number of monthly meetings since April. These meetings are now virtual.
3. Passaic A-Team - Passaic County non-profits & the NJ Housing & Community Development Network of New Jersey in the Northside Neighborhood 9 times during the year to discuss housing & community development issues in the NRTC neighborhood and

throughout the county. COVID-19 pandemic restrictions on meeting in person have reduced the number of monthly meetings since April. These meetings are now virtual.

4. Paterson Alliance - An alliance of over 70 local non-profit groups that meet in the Northside Library the 2nd Thursday of each month. The Paterson Alliance came together understanding that collectively the Paterson non-profit community needed to set an agenda that would advance the, quality of life in the City of Paterson, including the Northside Neighborhood. COVID-19 pandemic restrictions on meeting in person have reduced the number of monthly meetings since April. These meetings are now virtual.



Community Clean Up

5. American Planning Association - NJ Chapter (APA-NJ) Community Planning Assistance Program (CPAP) - In December 2018, PHFH requested planning assistance from APA-NJ under their CPAP program to help design a Passaic Riverfront Walkway in the Northside. This walkway is a goal in our NRTC Plan. There were several meetings and conferences during the last 12 months, with a final report received last December.



Community Design Workshop for Clinton Street Park

6. There are significant environmental challenges associated with the development of the Passaic Riverfront Walkway referenced in item 5 above. Paterson Habitat has applied for and is currently receiving no-cost technical assistance from the US Environmental Protection Agency, under their Building Blocks for Equitable Development program to address some of these challenges. Topics to be addressed by this program in community workshop sessions in March 2021 include; Exploring Flooding and its Impacts on the Northside, Enlisting the Arts/Creative Placemaking in Northside's New Open Spaces, and, Engaging Key Stakeholders in Greenway Planning.

7. Neighborhood cleanups - PHFH hosted a cleanup of both Cobb Park and the future Clinton Street park on March 2 and a cleanup of Cobb Park on March 7. PHFH hosted a cleanup of the future Clinton Street park on May 18. PHFH participated in a neighborhood-wide cleanup on August 1. All cleanup events were well attended.

8. Food Distribution - As part of our COVID-19 pandemic response, last spring, PHFH partnered with 5 other non-profits to create the Social Justice League of Passaic

County and began a city-wide food distribution program. As Passaic County and others also began distributing food, PHFH focused our efforts in the Northside neighborhood. Every Thursday, starting in August, PHFH picks up food from the Community Food Bank of NJ and delivers food kits to churches in the Northside for their distribution.

9. NRTC Plan Development - PHFH began the development of our new NRTC Neighborhood Plan last Spring. A Steering Committee of 16 representatives of the local community, churches, schools, other non-profits, City administration (DPW & Police), PHFH Homeowners Association and PHFH staff met, virtually, 4 times; on April 24, May 8, May 21 and August 6. The NRTC Community, including Steering Committee members, their constituents and other Northside residents met, virtually, 5 times; on May 14, May 28, June 11 and June 25. We have currently conducted 6 interviews with individual community members who are more comfortable offering comments in a one-on-one interview rather than a larger forum. These meetings have been well attended and participants have been fully engaged in the community-based planning process.

10. PHFH has begun to work with community leaders to form a Crime Prevention Through Environmental Design committee. Motion detector solar lights, smoke & CO alarms and reflective house lettering will be installed within the next 2 months on homes in the Northside.

11. Paterson Habitat has accessed funding from the Robert Wood Johnson Foundation New Jersey Health Initiative, through the United Way of Passaic County, to build a community garden in the Northside neighborhood this year. Local residents, engaged during the development of this neighborhood plan, are spearheading this community garden effort on land provided by Grace Chapel Church. Actual garden construction is scheduled to start March 2021.



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

Section 7: Proposed Vision, Strategies, Activities & Outcomes

Vision Statement

We envision a vibrant and thriving neighborhood of people who care about the community and come together to make it better. In this neighborhood, families live in safe, quality and affordable homes in a safe and healthy neighborhood; experience a high quality of life with green spaces and recreation opportunities; and participate in a sound economy with community-oriented businesses, and adults employed in jobs which enable financial independence and sustainability.

As such, this Neighborhood Plan is structured around achieving the following three broad goals:

1. Safe, Quality, and Affordable Homes
2. High Quality of Life
3. A Strong and Sustainable Economy

Strategies:

Goal 1: Safe, Quality, Affordable Homes

Strategy 1. Continue and Grow Homeownership

Homeownership is central to the work of Paterson Habitat for Humanity (Paterson Habitat) in the Northside. These homeownership efforts – producing almost 200 homes in the neighborhood over 35+ years of work -- have resulted in a higher neighborhood homeownership rate than likely would have been the case otherwise. In some Northside Block Groups, nearly 40% of housing units are owner-occupied. There is strong opportunity to increase homeownership, especially with regard to providing access to homeownership opportunities to existing neighborhood residents. There is robust demand for homeownership, as seen in the significant involvement of owner occupants in the private single-family home market (distinct from Habitat's significant homeownership work). Additionally, there is a significant supply of vacant and abandoned properties in the neighborhood that could be turned into homes while removing the negative externalities that these vacant and abandoned properties inflict on the neighborhood. There also is a significant stock of duplex housing (42% of all Northside housing units) that has untapped potential to be part of an affordable homeownership initiative. Owner-occupied duplexes represent an opportunity for Northside residents to increase their generational wealth potential.

During the community meetings, residents strongly endorsed homeownership. Residents felt that increased homeownership would benefit the whole community, as owner-occupants tend to take better care of their properties than absentee landlords. Homeownership also takes advantage of Habitat's core capacities in housing construction and homeownership financing.

Activities:

- Acquire and build or rehabilitate homeownership units in the Northside, with a particular focus on acquiring distressed or abandoned properties.
- Implement Paterson's Abandoned Properties Ordinance: Through a concerted effort working with the City of Paterson, Habitat and Northside stakeholders will implement the City's Abandoned Properties Ordinance in the neighborhood to create further opportunity for the acquisition and rehabilitation of abandoned homes. As noted in the First Ward Redevelopment Plan, abandoned properties are a greater challenge in the Northside than in any other section of the City of Paterson. Implementing this Ordinance may require initial investment in public policy research and advocacy, but promises significant returns for the neighborhood.
- Pre-homeownership Outreach and Education for Northside Residents: Paterson Habitat will ensure that regular homeownership outreach activities for Northside residents are available so that residents can begin considering the possibility of homeownership in the neighborhood and understand the process through which that could become a reality. In addition to this initial outreach, there should be a structured homeownership education program for promising candidates to receive further homebuyer education and counseling in the hope of becoming homeownership-ready.
- Homeownership Incentives for Northside Residents: Paterson Habitat and partners may use a variety of incentive programs to enable Northside and City residents, especially participants in a homeownership education program, to purchase a home in the Northside. These incentives could include matched savings accounts, down payment assistance, loan loss reserves and other tools to hedge credit risk, and incentives through the Section 8 to homeownership program. To the extent possible, make these tools transferable to non-Paterson Habitat home purchases as well.
- Explore an owner-occupied duplex homeownership model to create quality affordable rental units in addition to homeownership units. Duplexes are the greatest share of the neighborhood's housing stock (42% of all units, compared to 16% single-family). Additionally, residents in community meetings indicated that they appreciated local landlords, finding that they better kept up their property, were more respectful to tenants and felt a greater responsibility to the good of the community.

Strategy 2. Empower Tenants

Most neighborhood households (83%) are renters. Throughout the planning process, tenants reported significant dissatisfaction with the affordability, quality of rental housing and the lack of respect for being a renter. There should be explicit tenant organizing, education, legal service advocacy, and campaigns for City policy changes (better code enforcement, enforcement/strengthening of the City's rent control and landlord registration policies, etc.). Other potential sources of opportunity include direct engagement with some of the neighborhood's dominant landlords and with the Paterson Housing Authority, given the high number of subsidized tenants in the neighborhood.

Activities:

- Tenant organizing that will enable tenants to work together and collectively define and address shared issues and concerns
- Tenant rights education, so that all Northside tenants are aware of their legal rights and landlord responsibilities.

- Tenant legal support for when Northside tenants need to go to court to fight evictions or substandard housing conditions. This legal support could include both supporting *pro-se* representation and helping tenants find attorneys to help pursue their cases. This will likely require partnership with volunteers or other organizations, such as local legal service providers or the New Jersey State Bar Association.
- Tenant-rights policy advocacy: Paterson Habitat and Northside stakeholders should work with the City to enact and implement better housing policies that benefit tenants, support rental affordability, improve the quality of rental units and lead to a more just and equitable rental market.

Strategy 3. Develop Quality Affordable Rental Housing – The Northside population is growing, having increased over 7% since 2010, while most other areas of Paterson are losing population. However, during this same period of population increase, the number of Northside housing units have only increased by less than 2%. While homes constructed by Paterson Habitat will meet some of this pent-up demand, the majority of Northside residents will continue to be renters. As such, there needs to be sufficient housing supply to meet this demand and to improve overall quality and affordability.

Given that multifamily buildings with 3 to 19 units make up nearly a quarter of the neighborhood’s housing units, and two-family buildings represent 42% of housing units, there is significant housing stock for rental housing development opportunities. To enhance the positive impact of such developments on the neighborhood, higher-density multifamily housing projects should be located on the neighborhood’s commercial corridors, preferably in mixed-use buildings that also add to the corridor’s ground-floor retail experience. Building design should consider the neighborhood’s parking challenges, and adopt the design standards articulated in the First Ward Redevelopment Plan.

Rental housing development should place emphasis on creating units that are affordable for Northside households making the neighborhood median income or less, and consider mechanisms to preserve long-term affordability. At the same time, a rental housing strategy seeking to revitalize the neighborhood should also ensure that there are attractive and suitable rental housing options for upwardly mobile Northside households that earn more than the neighborhood median income. Doing so will better allow such households to remain in the neighborhood and continue to contribute to its transformation.

Activities:

- Acquire and develop quality rental housing in the neighborhood. This rental housing development will prioritize units that are affordable for Northside households making the neighborhood median income or less, while also ensuring that there are quality rental housing options for households from a mix of incomes
- Develop mixed-use buildings: When appropriate, quality affordable rental housing can be developed along the neighborhood’s commercial corridors in mixed-use buildings, whose commercial spaces can be rented to local community-supporting businesses or occupied by supportive service providers.

Strategy 4. Home Repairs and Beautification – The Northside has an aging housing stock. Within the Northside, 34% of housing units were built before 1940 and 57% were built before 1960, and those percentages would increase further if you excluded the more recently constructed Riverview Towers and Christopher Hope Homes. As such, this Plan proposes programs to help homeowners and small landlords repair and/or beautify their properties, and to address potential health hazards, like lead service lines or asbestos-containing materials, stemming from the age of their homes. In executing these programs, emphasis will be placed on adopting the residential design standards suggested in the First Ward Redevelopment Plan. There was strong support for this

proposed effort during the planning process's community meetings, as residents believe that such improvements benefit not only the property owner, but the community as a whole.

Activities:

- A Home Repair Grants Program, in which a resident-led committee will review applications from neighborhood homeowners and, potentially, small landlords, for funding to complete repairs or abate potential environmental health hazards on their properties using local contractors.
- Volunteer-Based Home Beautification and Repair Efforts, modeled after the Habitat for Humanity International "Brush with Kindness" program. This effort may be able to leverage the ability of Paterson Habitat to attract large corporate and community volunteer groups for critical home repairs.

Goal 2: High Quality of Life

Strategy 5. Increase Access and Use of Neighborhood Parks -- The neighborhood has two parks: Riverside Park and Cobb Park. Paterson Habitat is currently developing a new park on Clinton Street. The soon-to-be constructed Clinton Street Park was designed through a community-centered design process in consultation with residents and other stakeholders. It is clear that park use can be increased through improvements, maintenance, and programming. Given that approximately 38.5% of adults in the Northside report lower than recommended levels of physical activity, improved park usage will benefit community health in addition to quality of life. It is clear that park use can be increased through improvements, maintenance, and programming.

Activities:

- Complete the Construction of Clinton Street Park – Clinton Street Park was designed so that the construction could proceed in phases, with the first phase soon to be underway. Completing the construction of this park is a significant short-term priority of this Plan.
- Arts Events in the Parks – especially Clinton Street Park, which will include an amphitheater. Events may include music, theatre, and poetry readings. Additionally, other events could include ethnic and heritage celebrations that would highlight and celebrate the neighborhood's diversity.
- Youth Programming in the Parks – including athletic, educational and performing arts programs.
- Amenity Improvements at both Riverside Park and Cobb Park. Cobb Park could use improvements to the passive recreation/non-playground area. Further research is needed to determine ideal improvements to Riverside Park, though it likely includes better access to the waterfront for improved passive and active recreational opportunities. When considering the design of park enhancements, community partners should seek guidance from the Inclusive Healthy Places Framework to achieve the best health and community impacts.
- Develop community gardens and pocket parks on vacant parcels that cannot be redeveloped.

Strategy 6. Unlock the Waterfront through the Paterson Greenway Project

The Passaic River waterfront is an important neighborhood asset. Unfortunately, due to a number of factors, including site control, absent landscape maintenance, and the lack of a dedicated trail or walkway, access to this public asset is prohibited. The Passaic River is not achieving its full potential for the neighborhood. In 2019,

Paterson Habitat enlisted the support of the New Jersey Chapter of the American Planning Association to develop the “Paterson Greenway Project” plan to address these deficiencies and unlock the full potential of the waterfront along the river. The Paterson Greenway Project proposes a three-phase effort to install a Riverwalk along the entire length of the neighborhood waterfront; create new green space along the waterfront and adjacent flood-prone areas; and enhance the appearance and functionality of waterfront spaces. Installation of green infrastructure is planned in this project area. This strategy looks to turn the Paterson Greenway Project into a reality.

Phase I of the project includes installing a promenade along the river edge behind the existing riverside park; adding lighting, signage, and public art to the existing park spaces; clearing and greening of City-owned land connecting to the promenade and in the East Main Street section of the neighborhood; and functional and design improvements to the Arch Street Bridge. Phases II and III would involve new park elements to the newly greened spaces, continued acquisition of key waterfront properties, green infrastructure and connecting the promenade to the Great Falls National Historical Park to the south and to the Borough of Prospect Park in the north.

Activities:

- Design and construction of Riverwalk promenade
- Greening of waterfront and adjacent flood-prone sites, including demolition of existing structures and environmental mediation measures
- Functional and aesthetic improvements to the neighborhood’s bridges to enhance bicycle and pedestrian crossings and other multimodal use
- Acquisition of key waterfront properties and properties in adjacent, flood-prone sites
- Design and installation of park features, public art, lighting, signage, and other amenities in newly greened Greenway Project sites

Strategy 7. Improve Community Facilities

Throughout the planning process, community members and stakeholders noted how important the availability and quality of community facilities were to community programming, organizing, and social capital development in the Northside.

Currently, the major community facility in the Northside is the Christopher Hope Community Center, located at 60 Temple Street as part of the Christopher Hope Homes public housing development. The Center is open to the public, and houses the current local branch of the Public Library, a gymnasium, and a conference room. The Center is the site of ongoing youth development programs, and its facilities can be booked by other community organizations for meetings and events.

The Center gets a lot of use, but as a one-story building, is often too small to meet all of the community’s space and facility needs. As an alternative, community groups can access public school facilities during non-school hours, but the administrative process to do so is cumbersome, and even outside of school hours, there are numerous official afterschool activities that get priority use of the space.

In 2011, the Northside Branch of the Paterson Public Library, located in an architecturally prominent former bank building at 54 North Main Street, was severely flooded. This library branch was forced to close and eventually was reopened in the Christopher Hope Center. 54 North Main Street has sat empty since, and represents a publicly owned asset that could be returned to community use. Additionally, the Northside contains a number of houses

of worship that have church halls and other ancillary meeting spaces that could be better opened up for community use, and perhaps even renovated into another fulltime community center.

Recognizing the neighborhood's growing demand for community facilities, and the potential of several neighborhood assets to meet this demand, this strategy aims to increase quality of and access to community facilities in the Northside, so that they can support and catalyze dynamic community engagement and programming. It will explore various activities to achieve this, including enhancing existing public assets, like the Christopher Hope Community Center or the former library building at 54 North Main, and exploring the possibility for the development of new community facilities. When assessing and designing community facilities, Paterson Habitat and partners should consider the Gehl Institute's Inclusive Healthy Places Framework for guidance.

Activities:

- Stabilize the 54 North Main Street old library building and explore possibilities for its future use.
- Explore and execute opportunities to expand the amount of community facility space in the neighborhood. This could be achieved through an addition to the Christopher Hope Center the rehabilitation of 54 North Main Street for community use, or the development of a community center on another neighborhood site.

Strategy 8. Community Organizing

During the community meetings, there was broad agreement that Northside residents themselves are their own greatest asset, and residents expressed a desire to take some of the energy and momentum built by the planning process and direct it into action. This occurred as a group of community leaders active in the planning process also began organizing neighborhood cleanups and campaigning against sites where property owners were allowing trash to pile up in ways detrimental to the health and welfare of the community.

Paterson Habitat has made significant investment in community leadership and organizing, both historically, with its incubation of the Paterson Habitat Homeowners Association, and recently, with the creation and staffing of the Department of Community Development. This included the hiring of a new Community Organizer position in 2019.

This strategy calls for continued investment in community organizing, community leadership, and community improvement efforts, both by Paterson Habitat and by other community partners. It also proposes the development of some form of neighborhood association as a formal vehicle for community-led organizing, advocacy, and initiative.

Activities:

- Employ community organizers and community outreach teams
- Develop resident-led committees for community organizing objectives
- Provide leadership-development training to community residents to allow residents to take greater leadership in organizing campaigns
- Hold regular meetings and forums with public officials and other experts on topics important to neighborhood residents
- Conduct strategic research to support community organizing campaigns
- Lay the groundwork and help incubate a neighborhood association to act as a community-led venue for organizing, advocacy, and initiative.

Strategy 9. Build Northside Pride

As noted in the prior strategy, Northside residents view each other as the neighborhood's greatest strength and strongly identify with the neighborhood. During community meetings, there was discussion about needing to raise expectations for what the neighborhood could become and to combat negative perceptions about the community's current state and future potential.

This strategy seeks to achieve this by developing and reinforcing a sense of neighborhood identity and pride through activities that bring the community together, affirm shared community values and transform the physical space of the neighborhood.

Activities:

- Host neighborhood block parties and other celebrations – including through “block party kit” grants, where NRTC funds purchase food, drink, and other needs for block party BBQs.
- Produce works of public art that celebrate community values and history
- Create signage at neighborhood gateways and other key locations that welcome visitors to the “Northside.”
- Develop and enhance the physical appearance of distinctive neighborhood locations, for example, the bridges, the old library building, and the triangle area at the intersection of East Main Street and Haledon Avenue.

Strategy 10. Create Safe and Complete Streets

For the last several years, Northside residents have been active in improving pedestrian safety and implementing “complete streets” design approaches in the neighborhood, with a particular emphasis on establishing safe routes to school. In 2012, the North Jersey Transportation Planning Authority partnered with Napier Academy, a technology-focused public elementary school located at 55 Clinton Street in the Northside, to find ways to improve pedestrian safety and accessibility around the school through new and better designed crosswalks, traffic and walk signals, enhanced lighting and signage, sidewalk repairs, pedestrian bump outs, and Americans with Disabilities Act (ADA) curb cuts. In 2015, Paterson Habitat and others worked with Together North Jersey to implement a complete streets design project on lower Haledon Avenue. Passaic County has since completed construction of this project.

Throughout the community meetings in this planning process, residents reaffirmed the importance of improving pedestrian safety and taking a complete-streets approach to the neighborhood. They noted that the number of students attending neighborhood schools made pedestrian safety a particularly important priority for the neighborhood. They also recognized that complete streets approaches would make neighborhood business corridors more attractive for patrons.

This strategy aims to continue improving pedestrian safety and implementing complete streets design improvements in the neighborhood. These complete streets improvements will take a more holistic approach to the design of the streets, and more equally incorporate the needs of all users of the streets – especially pedestrians, but also cyclists and public transit riders. They will enhance both the appearance and functionality of the streets, and create broad benefits to the neighborhood.

Activities:

- Implement complete streets designs on the following neighborhood streets:
 - West Broadway
 - Belmont Avenue
 - Haledon Avenue
 - Presidential Boulevard
 - North 3rd Street
 - North 7th Street
 - East Main Street
- Work with the City and County to install and enhance crosswalks and other pedestrian infrastructure throughout the neighborhood, including traffic and walk signals, enhanced lighting and signage, sidewalk repairs, pedestrian bump outs, and ADA curb cuts. Also, install “daylighting” techniques at corners with crosswalks, so that vehicles do not park too close to crosswalks, reducing motorist and pedestrian visibility at those crossings.
- Improve the functionality and safety of bicycle and pedestrian paths across the four Passaic River bridges in the Northside

Strategy 11. Crime Prevention

Early on in the neighborhood planning process, public safety emerged as a primary, if not *the* primary neighborhood concern. Paterson Habitat and Northside residents have been working to improve public safety for a number of years. For example, Paterson Habitat applied funding from its 2014 NRTC Project Grant towards the acquisition and installation of 15 neighborhood cameras to monitor crime hot spots.

In 2016, a project coordinated by Together North Jersey conducted a CPTED audit of two Northside corridors: East Main Street and North Main Street. In both audits, it was found that abandoned and vacant properties were contributing factors to criminal and nuisance activities. The audits also recommended a series of recommendations and improvements based on the CPTED principles of territoriality, image, connectivity, and natural surveillance.

This strategy will continue improving public safety through the use of CPTED and community collaborations with law enforcement.

Activities:

- Design and Implement a comprehensive CPTED program for the entire Northside
- Bring abandoned and vacant properties and lots back into productive use, whether through development or alternative uses like community gardens.
- Organize community-driven collaborations to address public safety issues, working with the police or other public officials as appropriate
- Conduct activities to improve the relationship between community members and the police to build trust and cooperation.

Goal 3: A Strong and Sustainable Economy

Strategy 12. Strengthen Local Businesses

The Northside has a number of commercial corridors, including West Broadway, Belmont Avenue, Presidential Boulevard, North Main Street, Haledon Avenue, and East Main Street. All of the corridors include a mix of retail, residential, institutional/religious, and automotive uses. Very few areas along these commercial corridors have true commercial zoning. Most of the businesses in the Northside are bodegas and convenience stores. Other personal services, like laundromats and salons/barber shops, are common. A string of junk yards, scrap metal yards and auto repair shops operate along the banks of the Passaic River, on Presidential Boulevard.

The current business mix falls short of meeting the needs of Northside residents for goods and services and offers little to attract patrons from outside of the neighborhood. One needs gap is the lack of healthy food stores and restaurants. The neighborhood lacks both a supermarket and a full-service restaurant. There are only a handful of limited-service and fast food restaurants. A 2017 retail gap analysis conducted for Paterson Habitat shows that the Northside loses \$2.2 million in annual consumption from residents at grocery or specialty food stores, and \$900,000 in annual leakage in spending on food service and restaurants.

The Northside commercial corridors also lack design and beautification elements that make other competing shopping districts more attractive, while suffering from negative perceptions regarding parking availability and public safety.

This strategy will support high quality local businesses and improve the commercial corridors in the neighborhood so that they achieve their full potential.

Activities:

- Small business storefront and capital improvement grants to both strengthen businesses with a positive impact on the community and to attract new ones
- Recruiting priority businesses, especially food related ones, like a supermarket and full-service restaurants
- Creative responses to address food-related consumption leakage and inadequate healthy food supply, such as farmers' markets, food trucks, healthy corner stores and pop-up cafes
- Social enterprise efforts to meet community consumption needs and provide employment opportunities.
- Design improvements to commercial corridors, including beautification elements, green infrastructure, lighting, public art, complete-streets treatments, and signage to beautify the corridors and to enhance the commercial corridor attraction to customers, clients and business investors.
- Development and/or Rehabilitation of Retail Storefronts: The addition of retail storefronts to the neighborhood's commercial corridors would improve the look and feel of the corridors and encourage new, high-priority businesses to move into the neighborhood. Paterson Habitat and partners should look to incentivize the development of retail store fronts as stand-alone or mixed-use buildings.
- Exploration of shared parking arrangements with local churches to address consumer and merchant concerns about parking in the Northside commercial corridors.
- Support for local entrepreneurs looking to build a business in the Northside through training programs, shared work spaces and services and other supports

Strategy 13. Good Jobs

Northside residents are in need of good, living-wage jobs. While the Northside has a relatively high prime-age employment population ratio, where 66.2% of adults between the ages of 18-64 were employed in the last year (according to the 2014-2018 ACS), and a clear majority of working residents (72%) were employed full time, year-

round, the median earnings for all Northside workers is less than \$28,000 per annum. Among Northside residents who worked full-time, year-round, median earnings are still less than \$40,000 per annum. As a result, 12% of employed Northside residents hold multiple jobs.

The young-adult employment situation warrants special concern. Only 59% of employed Northside residents age 20 to 24 are employed year-round, full time.

While the neighborhood itself is not a source of many jobs, there are opportunities for good jobs within Paterson at St. Joseph’s Medical Center and public employment with the City, County and State governments or School District. There are also jobs available within a half hour travel time radius around Paterson.

This strategy aims to help Northside residents to access or create quality, living-wage jobs.

Activities:

- Job training programs, with particular focus on growth industries
- Youth development and job readiness programs to ensure that Northside youth are prepared for productive, fulltime employment.
- Youth mentoring programs to help young people prepare for college, trade school or technical school entry that will improve their ability to secure quality living-wage jobs upon graduation.
- Partnerships and policies that create opportunity pathways for Northside residents to find employment with key local employers like St. Joseph’s Hospital, the City government and local Charter and Public Schools
- Labor-rights education and training, and partnership with local labor unions, so that Northside residents have the knowledge and support to transform low-paying and low-quality jobs into good ones.
- Partnerships with the local trade unions and contractors that will provide apprenticeship opportunities for Northside residents.

Form NP-3

Strategy	Activities	Projected Outcomes	Evaluation	Data Source
1. Continue and Grow Homeownership	Acquire and Build/Rehab Homeownership Units	20 units of homeowner ship housing produced	Tally of completed homeownership units	Habitat construction output data
	Implement Abandoned Properties Ordinance			ACS data on vacancy
	Pre-homeownership Outreach and Education	10% decrease in vacant residential units in neighborhood	Tally and analysis of vacant residential units	Parcel Surveys
	Homeownership Incentives			Habitat data on homebuyers
	Owner-Occupied Duplex Model	5 Northside residents purchase a	Tally of Northside residents purchasing	

		home in the neighborhood.	homes in the neighborhood	
2. Empower Tenants	Tenant Rights Organizing Tenant Rights Education Tenant Legal Support Tenant Rights Policy Advocacy	150 Northside residents receiving tenant rights education and engaging in tenant organizing and advocacy efforts. Tenants are better able to advocate for themselves, improving the quality and decreasing the costs of neighborhood housing units.	Tally of Northside residents participating in tenant rights educational or advocacy programs or meetings Lower percentage or severely costs burdened renter households	Habitat participation records ACS data on cost burden
3. Develop Quality Affordable Rental Housing	Acquire and Develop Quality Affordable Rental Housing Develop Mixed-Use Buildings	Additional units of high-quality rental housing produced, increasing quality and affordability 10% reduction in vacant housing units	Tally of completed rental units Lower percentage or severely costs burdened renter households Tally and analysis of vacant	Habitat construction production data ACS data on cost burden and vacant units

			residential units	
4. Home Repairs and Beautification	Home Repair Grants Program Volunteer-Based Home Beautification and Repair Efforts	Increased quality and maintenance of neighborhood homes and residential buildings Reduction in health hazards related to one's living environment	Tally of neighborhood homes served through home repair and improvement programs	Habitat participation and repair records
5. Increase Access and Use of Neighborhood Parks	Complete the Construction of Clinton Street Park Arts and Events programming in the Parks Youth Programming in the Parks Amenity Improvements at Riverside and Cobb Parks Community Gardens and Pocket Parks on Vacant Parcels	Increased park utilization Increase in resident satisfaction with the neighborhood Decrease in vacant lots as they are returned to productive use as parks and gardens	Installation of park improvements Tally of participation in park programs and events Tally and analysis of vacant lots	City and Habitat construction and public works data Habitat participation records Parcel surveys
6. Unlock the Waterfront through the Paterson Greenway Project	Design and Construction of Riverwalk Promenade Greening of Waterfront and Adjacent Flood-Prone Sites Functional and Aesthetic Improvements to Bridges	Increased access to and utilization of the waterfront Increased resident	Feet of waterfront and open space made accessible to the public	Evaluation of land use of riverfront and adjacent properties

	Acquisition of Key Waterfront Properties Design and Installation of Greenway Park Features	satisfaction with the neighborhood		
7. Improve Community Facilities	Stabilize and Explore Possibilities for 54 North Main Street Explore Opportunities to Expand Community Facility Space	54 North Main Street is stabilized and returned to productive use Amount of community facility space in the Northside is increased	Condition and use of 54 North Main Street Amount of community facility space in the Northside	Status of 54 North Main Street Evaluation or community facility space
8. Community Organizing	Employ community organizers and outreach teams Resident-Led Organizing Committees Leadership-Development Training Regular Meetings and Forums with Public Officials Strategic Research to Support Organizing Campaigns Incubate a Neighborhood Association	More neighborhood residents participate in the Northside neighborhood revitalization effort Residents are better able to advocate for themselves and act collectively to improve the community A neighborhood association is formed	Increased resident participation in revitalization activities Increased community improvement and civic engagement activities Status of a neighborhood association	Habitat participation records Report on status and activities of neighborhood association
9. Build Northside Pride	Neighborhood Block Parties Public Art	Increased resident satisfaction	Participation in	Habitat participation records

	<p>Signage at Neighborhood Gateways</p> <p>Enhance Appearance of Distinctive Locations</p>	<p>with the neighborhood</p> <p>Increased resident participation in community events</p>	<p>neighborhood block parties</p> <p>Completion of projects related to public art and/or the enhancement of gateways and distinctive locations</p>	<p>City and Habitat public works and construction records</p>
10. Create Safe and Complete Streets	<p>Complete Streets Designs</p> <p>Improve Pedestrian Safety Infrastructure</p> <p>Bicycling Infrastructure</p> <p>Bus Shelters</p> <p>Improve Bridge Bike/Ped Paths</p>	<p>Increased resident satisfaction with the neighborhood</p> <p>Increased traffic and pedestrian safety</p>	<p>Completion of complete streets and bike/ped safety projects</p>	<p>City, County, and Habitat public works and construction records</p>
11. Crime Prevention	<p>CPTED Program</p> <p>Address Abandoned and Vacant Properties</p> <p>Community-Driven Collaborations on Public Safety</p> <p>Improve Relationship Between Community and Police</p>	<p>Increased perceptions of public safety</p> <p>Increased resident satisfaction with the neighborhood</p> <p>Decreased percentage of vacant and abandoned properties</p>	<p>Less crime and nuisance behavior at identified hotspots</p> <p>Fewer abandoned and vacant properties, especially at identified hotspots</p> <p>Implementation of CPTED interventions</p>	<p>Interviews and data with law enforcement officials and community stakeholders</p> <p>Evaluation of land use status</p> <p>Habitat programmatic records</p>
12. Strengthen Local Businesses	<p>Small Business Grants</p> <p>Business Recruitment</p> <p>Food Business Attraction Activities</p>	<p>Increased business activity in the neighborhood</p>	<p>Surveys/interviews with business owners and residents</p>	<p>Habitat engagement with business owners and residents</p>

	<p>Design Improvements on Commercial Corridors</p> <p>Development/Rehab of Retail Storefronts</p> <p>Shared Parking Arrangements</p> <p>Support for Local Entrepreneurs</p>	<p>Increased resident satisfaction due to their consumer needs being better served</p> <p>New, high-priority businesses open in the neighborhood</p> <p>Northside entrepreneurs successfully launch business enterprises</p>	<p>Number of new businesses opened in the neighborhood</p> <p>Number of participants in entrepreneurship training programs</p>	<p>Evaluation of commercial corridors</p> <p>Participation records to entrepreneurship programs</p>
<p>13. Good Jobs</p>	<p>Job Training Programs</p> <p>Youth Development and Job Readiness Programs</p> <p>Youth Mentoring Programs</p> <p>Partnerships with Key Local Employers</p> <p>Labor-Rights Education and Training</p> <p>Apprenticeship Opportunities</p>	<p>Increased earnings and full-time, year-round employment</p>	<p>ACS Data on earnings, hours, and year-round employment</p>	<p>ACS</p>

Form NP-4

Strategy	Activities	Cost Per Year/Unit	Source of Funding ¹	Use of Funding	Role of Lead Org and Partners	Timeline
1	Acquire and Build/Rehab Homeownership Units	\$Rehab: \$130,000/unit New Construction: \$250,000-\$300,000/unit	NRTC, HOME, Private Donations	Housing development costs	Habitat will lead development efforts	Short
1	Implement Abandoned Properties Ordinance	\$25,000	NRTC, Private Donations, Private Foundations	Research, advocacy, and legal, engineering, and professional fees	Habitat will lead efforts. City will play a lead supporting role. NJCC will support research and advocacy efforts	Short
1	Pre-homeownership Outreach and Education	\$20,000/year	NRTC, HOME, HMFA, Private Foundations	Homeownership educational session activity expenses; Costs for HUD-Certified Pre-Homeownership Counseling	Habitat will work to promote homeownership sessions. Habitat will work with HUD Certified Pre-homeownership Counseling Agency	Short
1	Homeownership Incentives	\$50,000/year	NRTC, HOME, HMFA, Private Foundations	Down Payment Assistance Grants; Matched Savings Contributions; and other homeownership incentives	Habitat will administer the incentive program for qualified homebuyers	Medium
1	Owner-Occupied Duplex Model	\$50,000-\$100,000 per unit	NRTC, HOME, HMFA, Private	Housing development	Habitat will lead development efforts	Medium

¹ Acronyms Utilized: NRTC=Neighborhood Revitalization Tax Credit Program; HOME= US Department of Housing and Urban Development HOME Program; CDBG= US Department of Housing and Urban Development Community Development Block Grant Program; HMFA = New Jersey Housing and Mortgage Finance Agency; LIHTC = Low Income Housing Tax Credit Program; NJEDA=New Jersey Economic Development Authority; NJSCA=New Jersey State Council on the Arts; RWJF = Robert Wood Johnson Foundation; NJDEP = New Jersey Department of Environmental Protection; EPA = US Environmental Protection Agency; NJEIT = NJ Environmental Infrastructure Trust; NJDOT = New Jersey Department of Transportation; USDOT = US Department of Transportation; NJTPA = North Jersey Transportation Planning Authority; NHTSA = National Highway Traffic Safety Administration; NJDLWD = New Jersey Department of Labor and Workforce Development; DOL = US Department of Labor

			Donations, Private Foundations			
2	Tenant Rights Organizing	\$70,000/year	NRTC, Private Foundations	Community Organizer(s) (could be combined with other community organizer positions), activity and program expenses	Habitat will catalyze efforts and hope to gradually transfer leadership to resident leaders and emerging neighborhood association.	Short
2	Tenant Rights Education	\$5,000	NRTC, Private Foundations	Activity and program expenses	Habitat will catalyze efforts and hope to gradually transfer leadership to resident leaders and emerging neighborhood association.	Short
2	Tenant Legal Support	TBD		Legal support expenses	Habitat will catalyze efforts and establish partnerships with legal aide organizations and pro bono attorneys	Medium
2	Tenant Rights Policy Advocacy			Costs incorporated into the “Tenant Rights Organizing” activity.		Short
3	Acquire and Develop Quality Affordable Rental Housing	Rehab: \$150,000/unit New Construction: \$300,000/unit	NRTC, HOME, HMFA, LIHTC. NJ Affordable Housing Trust Fund, Private Foundations, Private Donations	Development Costs	Habitat will lead development efforts	Medium
3	Develop Mixed-Use Buildings	\$300,000 per unit	NRTC, HOME, HMFA, LIHTC. NJ Affordable Housing Trust	Development Costs	Habitat will lead development efforts	Medium

			Fund, NJDEA, Private Foundations, Private Donations			
4	Home Repair Grants Program	\$50,000 per year	NRTC, HOME, Private Foundations, Private Donations	Materials and Labor for Repairs	Habitat will manage the grant program. Local contractors will perform the work.	Medium
4	Volunteer-Based Home Beautification and Repair Efforts	\$20,000 per year	NRTC, HOME, Private Foundations, Private Donations	Materials for Repairs and Beautification	Habitat will purchase materials and manage volunteer efforts	Medium
5	Complete the Construction of Clinton Street Park	\$360,000	NRTC, CDBG, RWJF, City, County	Development costs	Habitat will manage park construction	Short
5	Arts and Events in the Parks	\$5,000/year	NRTC, CDBG, Private Donations, Private Foundations, NJSCA	Activity expenses	Habitat will collaborate with local arts groups to curate park events	Short
5	Youth Programming in the Parks	\$20,000/year	NRTC, CDBG, Private Donations, Private Foundations	Program expenses	Habitat will coordinate with local youth-serving organizations like Camp YDB and Street2Street	Medium
5	Amenity Improvements at Riverside and Cobb Parks	TBD	NRTC, CDBG, Passaic County, City, RWJF	Construction and installation costs	Habitat will work with the City on completing amenity improvements	Long
5	Community Gardens and Pocket Parks on Vacant Parcels	TBD	NRTC, CDBG, Passaic County, City, RWJF	Physical infrastructure and garden program supplies	Habitat will work with the City and community partners in creating and maintaining pocket parks and community gardens	Medium
6	Design and Construction of Riverwalk Promenade	TBD	NRTC, CDBG, Passaic County,	Design and construction costs	Habitat will work closely with the City to ensure that	Long

			City, RWJF, NJDEP, EPA, NJEIT		the Greenway Project plan is implemented.	
6	Greening of Waterfront and Adjacent Flood-Prone Sites	TBD	NRTC, CDBG, Passaic County, City, RWJF, NJDEP, EPA, NJEIT	Implementation of greening techniques	Habitat will work closely with the City to ensure that the Greenway Project plan is implemented.	Medium
6	Functional and Aesthetic Improvements to Bridges	TBD	NRTC, CDBG, Passaic County, City, RWJF, NJDEP, EPA, NJEIT, NJDOT, USDOT, NJTPA, NHTSA	Amenity improvements	Habitat will work closely with the City to ensure that the Greenway Project plan is implemented.	Long
6	Acquisition of Key Waterfront Properties	TBD	NRTC, CDBG, Passaic County, City, RWJF, NJDEP, EPA, NJEIT	Acquisition costs	Habitat will work closely with the City to ensure that the Greenway Project plan is implemented.	Long
6	Design and Installation of Greenway Park Features	TBD	NRTC, CDBG, Passaic County, City, RWJF, NJDEP, EPA, NJEIT, NJSCA	Design and Construction Costs	Habitat will work closely with the City to ensure that the Greenway Project plan is implemented.	Long
7	Stabilize and Explore Possibilities for 54 North Main Street	TBD	NRTC, CDBG, Private Foundations, RWJF	Research, design, and construction costs	Habitat will work closely with the City to shepherd this effort forward.	Medium
7	Explore Opportunities to Expand Community Facility Space	TBD	NRTC, CDBG, Private Foundations, RWJF	Research, design, and construction costs	Habitat will lead this effort, working with community partners as appropriate	Long
8	Employ community organizers and outreach teams	\$85,000/year	NRTC, Private Foundations, Private Donations	Labor costs for community organizer(s) and outreach team; Additional training	Habitat will employ one community organizer and support additional investments in community organizing as possible	Short

				and program supplies		
8	Resident-Led Organizing Committees	\$2,000/year	NRTC, Private Foundations, Private Donations	Program supplies and activities expenses	Habitat will catalyze this effort, with community residents playing leadership roles	Short
8	Leadership-Development Training			Expenses incorporated into other community organizing activities		Medium
8	Regular Meetings and Forums with Public Officials			Expenses incorporated into other community organizing activities		Short
8	Strategic Research to Support Organizing Campaigns			Expenses incorporated into other community organizing activities		Medium
8	Incubate a Neighborhood Association	TBD	NRTC, Private Foundations, Private Donations	Incorporation, legal, and management costs associated with forming a new neighborhood association	Habitat will catalyze efforts and hope to gradually transfer leadership to resident leaders and emerging neighborhood association.	Long
9	Neighborhood Block Parties	\$3,000/year	NRTC, Private Foundations, Private Donations	Program supplies and activity expenses	Habitat will lead this effort, providing grants to community residents	Short
9	Public Art	TBD	NRTC, Private Foundations, Private Donations, CDBG, City, County, NJSCA	Public art commission and installation	Habitat will lead this effort, working with partners as appropriate	Medium

9	Signage at Neighborhood Gateways	TBD	NRTC, CDBG, Passaic County, City	Sign Construction and Installation Costs	Habitat will work with the City and County as appropriate	Medium
9	Enhance Appearance of Distinctive Locations	TBD	NRTC, CDBG, Passaic County, City	Design and Construction Costs	Habitat will lead this effort, working with partners as appropriate	Medium
10	Complete Streets Designs	TBD	NRTC, CDBG, Passaic County, City, NJDOT, USDOT, NJTPA, NHTSA	Design and Construction Costs	Habitat will work with the City and County as appropriate	Long
10	Improve Pedestrian Safety Infrastructure	TBD	NRTC, CDBG, Passaic County, City, NJDOT, USDOT, NJTPA, NHTSA	Construction Costs related to pedestrian safety improvements	Habitat will work with the City and County as appropriate	Long
10	Improve Bridge Bike/Ped Paths	TBD	NRTC, CDBG, Passaic County, City, NJDOT, USDOT, NJTPA, NHTSA	Design and construction costs related to bridge bike/ped path improvements		Long
11	CPTED Program	TDB		Costs associated with CPTED interventions	Habitat will lead this effort in collaboration with community partners	Long
11	Address Abandoned and Vacant Properties	\$25,000	NRTC, Private Donations, Private Foundations	Research, advocacy, and legal, engineering, and professional fees	Habitat will lead efforts. City will play a lead supporting role. NJCC will support research and advocacy efforts	Short
11	Community-Driven Collaborations on Public Safety			Expenses incorporated into community organizing activities		Short

11	Improve Relationship Between Community and Police			Expenses incorporated into community organizing activities		Short
12	Small Business Grants	\$30,000/year	NRTC, NJDEA	Grants to small businesses for storefront improvements and other investments	Habitat will manage grant program	Short
12	Business Recruitment	TBD	NRTC, NJDEA	Grants and incentives to attract high-priority businesses	Habitat will lead these efforts	Medium
12	Food Business Attraction Activities	TBD	NRTC, NJDEA	Grants and incentives to attract high-priority businesses	Habitat will lead these efforts	Medium
12	Design Improvements on Commercial Corridors	TBD	NRTC, CDBG, Passaic County, City, NJDEA, NJDOT, USDOT, NJTPA,	Design and construction costs	Habitat will catalyze these efforts by organizing local businesses owners and community stakeholders, and work with the City and County as appropriate	Long
12	Development/Rehab of Retail Storefronts	TBD	NRTC, CDBG, Private Funds and Finance, NJDEA	Development costs	Habitat will lead development of these efforts	Long
12	Shared Parking Arrangements	TBD	TBD			Medium
12	Support for Local Entrepreneurs	\$5,000/per entrepreneurship training participant	NRTC, Private Foundations, NJDLWD, NJDEA	Training costs	Habitat will form partnerships with business development organizations, like Rising Tide Capital, to train and support local entrepreneurs	Medium
13	Job Training Programs	\$5,000 per participant	NRTC, Private Foundations, NJDLWD	Training cost	Habitat will form partnerships with workforce development service providers like St.	Short

					Paul's CDC, Street2Street, and Humble Beginnings	
13	Youth Development and Job Readiness Programs	TBD	NRTC, Private Foundations, NJDLWD	Program costs	Habitat will partner with youth-serving organizations like Camp YDP and Street2Street.	Short
13	Youth Mentoring Programs	TBD	NRTC, Private Foundations, NJDLWD	Program costs	Habitat will partner with youth-serving organizations like Camp YDP and Street2Street.	Short
13	Partnerships with Key Local Employers	TBD	NRTC, Private Foundations, NJDLWD		Habitat will work with City to establish relationships with key employers, including St. Joseph's, the Board of Education, and City Government	Medium
13	Labor-Rights Education and Training	TBD	NRTC, Private Foundations, NJDLWD, DOL	Program costs	Habitat will establish relationships with labor rights organizations and experts like employment attorneys	Short
13	Apprenticeship Opportunities	TBD	NRTC, Private Foundations, NJDLWD		Habitat will work with local unions and the NJ Department of Labor and Workforce Development	Medium



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

Section 8: Participatory Planning Process

Despite the challenges to outreach and community meetings caused by the COVID pandemic, the first priority of the Northside planning process was to maximize the quantity and quality of community members' participation. Over 50 community residents and stakeholders participated in the planning process, through eight virtual community meetings and one-on-one interviews.

Given the lapsed status of the 2011 Pride in the Northside NRTC Neighborhood Plan, Habitat, community leaders, and other stakeholders began preparing for a new neighborhood planning process in 2019 and early 2020. This preparation included Habitat investing in its community engagement capacity, creating and filling a new Community Organizer position, and mapping out its stakeholders and outreach partners. In January 2020, Habitat put its well-developed community engagement skills to the test by hosting a series of community planning meetings focused on the design and construction of a new neighborhood park.

Following the NJ DCA's March 2, 2020 workshop on neighborhood plans and planning grants, Habitat formally initiated its neighborhood planning process. As per NRTC Rules, Habitat submitted written notice to the City of Paterson, through the Clerk, of its intention to begin developing a new NRTC Plan.

Unfortunately, the timing of the start of the NRTC planning process corresponded with the arrival of the COVID pandemic in New Jersey, necessitating that the planning process's community engagement was conducted via videoconferencing as opposed to in-person meetings.

Steering Committee

Habitat formed a steering committee consisting of Northside resident leaders, public officials, and representatives from partner organizations. The Committee met for the first time on April 24, 2020, discussing outreach and the basic structure of the planning process in the midst of a fluid and rapidly changing COVID situation. The Committee continued to meet, guiding the planning process through its research, analysis, strategy proposals, and final plan document.

Date	Topic
4/24/2020	NRTC Planning Basics, Role of Steering Committee, Initial Discussion of Community Issues, Community outreach planning
5/8/2020	Scheduling Zoom Community Meetings and Outreach
8/5/2020	Review of Themes from First Four Community Meetings
3/1/2021	Review of Neighborhood Plan draft

Community Meetings

The backbone of the plan’s community engagement was a series of eight community meetings held via Zoom and other videoconferencing services. Scheduled in the evenings to enable maximum participation from community members and open to the public, the community meetings were centered around facilitated discussion by Northside residents and stakeholders about the myriad issues and opportunities confronting their neighborhood. Contextualizing this discussion were presentations of relevant economic, housing, and demographic data about the neighborhood, and reports and reflections on Habitat’s and partners historic, recent, and ongoing revitalization work in the neighborhood.

The meetings covered a myriad of topics impacting the Northside, among them: Good jobs; public safety; homeownership; rental housing and tenant rights; neighborhood businesses; community programs and facilities; opportunities for beautification; transportation; cultural programming and community engagement. The discussions were dynamic, with strong and engaged participation. Participants overwhelmingly expressed hopefulness in the shared commitment of so many to improve the neighborhood, and expressed eagerness and excitement to help put the plan into action.

Date	Topic
May 14, 2020	Northside Overview; Best Characteristics/Worst Characteristics; Outreach ideas
May 28, 2020	Civic Engagement; Public Safety
June 11, 2020	Pedestrian Safety, Transportation, and Mobility; Housing
June 25, 2020	Jobs, Education and Training, Local Businesses
October 13, 2020	Results from summer stakeholder interviews; Environmental Remediation; Waterfront Access and Promenade
October 27, 2020	Community facilities; Public Safety and CPTED; Job Training Ideas; Rental Housing and Tenant Rights; Beautification
November 18, 2020	Vision Statement; Homeownership; Traffic Safety; Local Businesses; East Main Street/Blue Acres Area
March 23, 2021	Presentation of Proposed Neighborhood Plan Strategies

One-on-One Interviews

In July and August 2020, Paterson Habitat Community Organizer Darryl Jackson completed one-on-one interviews with 10 community members, aged 15 to 62, representing different sections of the Northside. Interviews covered topics such as community climate and morale, civic engagement, public safety, pedestrian safety, housing, and jobs.

Engagement with Key Stakeholders

The planning process made special effort to engage with key neighborhood stakeholders: business owners, property owners; non-profits providing services in the neighborhood; and public officials. The steering committee included Ronessa Johnson, the owner of Strategic Plan Beauty Salon on Haledon Avenue. Ms. Johnson participated in all of the steering committee meetings and four of the community meetings.

Property owners were represented on the steering committee by Jeanette Thompson, Paterson Habitat Homeowners Association. Other members of the Paterson Habitat Homeowners Association also participated in the process, including Karen Pearson and Patricia McNeil.

The planning process incorporated participation from local schools and non-profit organizations serving the Northside community. On the steering committee were representatives from Street2Street Paterson youth mentoring program, local Public School #4 and Camp YDP youth development program.

Lastly, the planning process engaged multiple public officials including City Planner Michael Deutsch, Community Police Officer Lt. Sharon Easton, Department of Public Works Supervisor Michael Jackson and First Ward Councilman Michael Jackson.

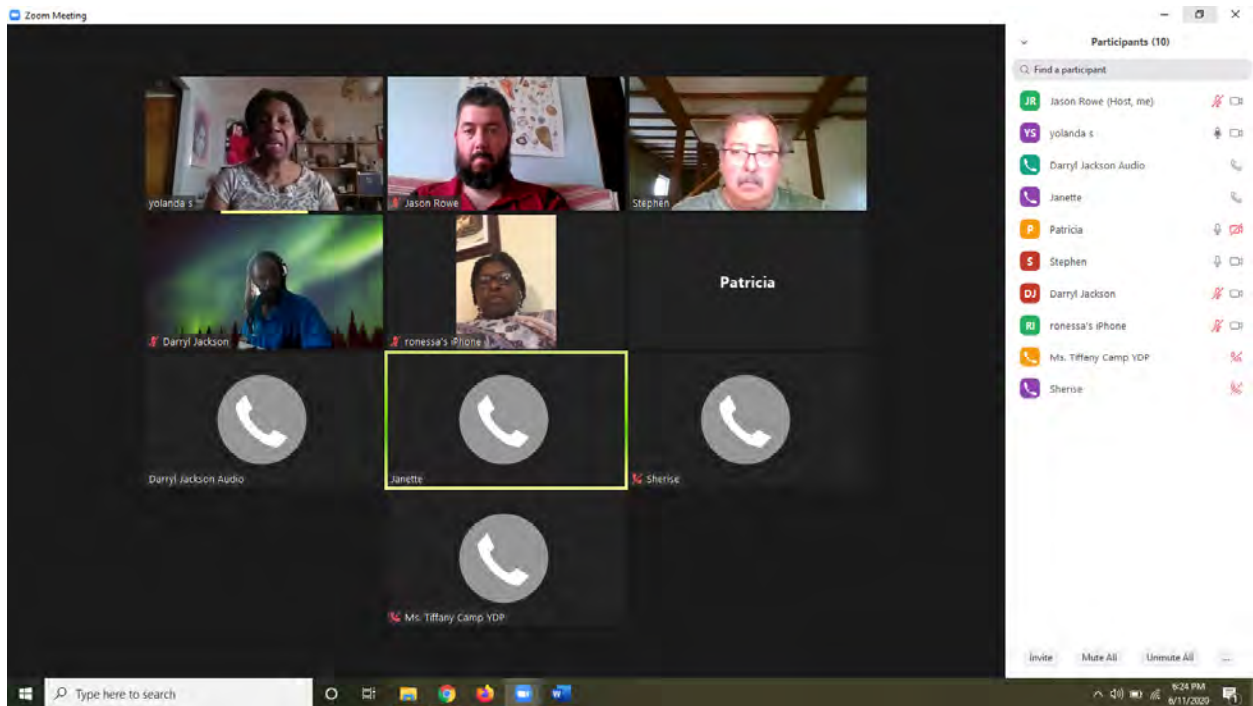
Final Review

Habitat and community partners completed a final draft of the Neighborhood Plan on **DATE**. As per NRTC rules, Habitat submitted the final draft of the Neighborhood Plan to the City of Paterson via the Clerk, with copies to the Mayor and Director of Planning on **DATE**, beginning a thirty-day review period. Habitat also made the final draft of the Plan available to the general public by **TKTKTK**. Habitat held a public hearing on **DATE**, for members of the public to offer comment on the Plan, and also accepted written comment via email during the review period. After reviewing comments from the City and public, and making a few minor edits to the document, the Neighborhood Plan was finalized on **DATE**.

Ongoing Community Engagement

Paterson Habitat saw the community-driven planning process not as a one-off activity, but rather a part of an ongoing community organizing effort. While COVID-related restrictions created extra challenges, the Northside planning process did recruit new resident participants into Paterson Habitat's revitalization efforts in the community. Northside residents also took the passion and energy generated through the community meeting discussions and turned them into action. From the planning process, a group of neighborhood residents have organized and executed a number of community clean ups. They have also banded together to take action as concerned citizens against neighborhood properties presenting safety or public health hazards, using both time-tested and innovative, social-media-based tactics to achieve their goals. This community leadership and energy will form the basis for achieving the community organizing strategies outlined in this Neighborhood Plan, and will ensure that Northside residents remain empowered to work together to improve their community.

Photos from the Community Engagement Process



Section 1:
FORM NP-1, page 1: COVER PAGE FOR SUBMISSION OF A NEIGHBORHOOD PLAN

Neighborhood: Northside Neighborhood NJ Legislative District: District 35

Eligible Municipality: Paterson Mayor: Honorable Andre Sayegh

Name of Applicant Organization: Paterson Habitat for Humanity

Name of CEO/Executive Director: Scott Millard, CEO

Address: 146 North 1st Street

City: Paterson State: NJ Zip Code: 07522

NJ Charities Registration Number: 0100245114

Contact Person for this Application: Stephen Kehayes

Phone: (908) 963-4492 E-Mail: Steve@patersonhabitat.org

Cellphone
(optional): (908) 963-4492

What is the time period for this Neighborhood Plan? 10 years
(may not exceed Ten (10) years)

Did you partner with another organization to develop the Neighborhood Plan?	YES	<input type="checkbox"/>	(if YES, complete NP-1 Page 2)
	NO	<input checked="" type="checkbox"/>	

Certification: To the best of my knowledge and belief, the data in this application are true and correct. The governing body of the applicant has duly authorized the document.

_____	Chair, Board of Directors
Name	Title
Kathryn Komsa Schmidt	_____
Signature of Board Chairperson	Date

FORM NP-1, page 2: PARTNERING ORGANIZATION INFORMATION

Please provide the following information for each organization with which you partnered in developing the Neighborhood Plan. Copy and attach additional sheets if necessary.

Name of Partnering Organization: NO PARTNERS

Contact Person (including title): _____

Contact Person's Address:

City: _____ State: _____ Zip Code: _____

Phone: _____ Cellphone (optional): _____

E-Mail: _____

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:



Name of Partnering Organization: _____

Contact Person (including title): _____

Contact Person's Address:

City: _____ State: _____ Zip Code: _____

Phone: _____ Cellphone (optional): _____

E-Mail: _____

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:

**STATE OF NEW JERSEY
DEPARTMENT OF THE TREASURY
DIVISION OF REVENUE AND ENTERPRISE SERVICES
SHORT FORM STANDING**

PATERSON HABITAT FOR HUMANITY, INC.
0100245114

I, the Treasurer of the State of New Jersey, do hereby certify that the above-named New Jersey Domestic Non-Profit Corporation was registered by this office on December 13, 1984.

As of the date of this certificate, said business continues as an active business in good standing in the State of New Jersey, and its Annual Reports are current.

I further certify that the registered agent and office are:

*ALEXIS LAZZARA, ESQ
146 N 1ST STREET
PATERSON, NJ 07522*



*IN TESTIMONY WHEREOF, I have
hereunto set my hand and affixed
my Official Seal at Trenton, this
27th day of August, 2020*

*Elizabeth Maher Muoio
State Treasurer*

Certificate Number : 6110537272

Verify this certificate online at

https://www1.state.nj.us/TYTR_StandingCert/JSP/Verify_Cert.jsp



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Construction Manager, Downes Tree Service

John Wahlberg

Owner, JH Renovations, LLC

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William J. Pascrell, Jr., U.S. Congressman 9th NJ District

Co-Founders:

Rev. Dr. John A. Algera
Retired Pastor, Madison Ave CRC, Paterson

Rev. Dr. Stanley VanderKlay
Pastor, Ret'd Northside CRC, Paterson *deceased

Profile

An experienced leader, strategist, program manager, and communicator with an established global track record of turning vision into strategy and strategy into reality across industries and sectors. Grounded in execution, with an exceptional ability to understand present realities and see future possibilities. Delivers successful change programs and operational success, through the merger of people, process and technology; unlocking the capacity and talent of individuals and developing high performance cross-functional teams to accomplish challenging goals.

Experience

Paterson Habitat for Humanity

2019 – Present

Chief Executive Officer

- Responsible for the overall management, operations and administration for Paterson Habitat for Humanity.
- Lead the development of Paterson Habitat's organizational strategic plan and growth objectives.
- Recommends policies to the Board of Directors and assists in formulation and implementation of policies.
- Ensures legal obligations of the organization are met.
- Staff liaison with Executive, Finance and Nominating committees.

Three C Solutions LLC

2017 – 2019

Managing Director

- Worked with non-profit organizations and individuals to achieve previously unrealized potential. Utilizing multi-disciplinary, custom tailored approaches, helps clients see possibilities and turn goals into accomplishments.
- Walked alongside clients providing actionable strategies, encouragement, and accountability to help them overcome obstacles that stand in the way of success.

Bethlehem EFC

2007 – 2017

Transitional Lead Pastor, 2016-2017

Led the board, staff and congregation through an organizational redesign. Guided the creation and implementation of a new strategic plan and program model; including a new staff structure that enabled an increased level of collaboration and integration among a multi-disciplinary team, achieving more effective outcomes and returning the organization to growth while utilizing fewer resources. Reported to the Church Board and managed six direct reports including: Director of Family Ministry and Care, Director of Youth Ministry, Director of Creative Arts, Business Administrator, Office Manager and Financial Secretary.

Director of Global Program Development and Operations, 2007-2016

Part of the senior leadership team, reporting to the Senior Pastor, with day-to-day responsibility for: strategic planning and implementation, local and global outreach, and all administrative functions of the church (HR, Finance, Technology and Facilities). Direct reports included: Business Administrator, Coordinator or Creative Arts, Financial Secretary, Office Manager, and two Administrative Assistants. Additionally, oversaw the lay leaders of the church's Benevolence Committee, ESL program, Kitchen Committee, and Mission's Council. Key accomplishments included:

- Worked with the Senior Pastor and Board to design and implement a new governance and operating model that streamlined decision making, improving organizational alignment and effectiveness.
- Guided the redevelopment of services and interactive program elements to effectively communicate the overall direction of the organization and specific teaching series objectives.
- Developed a new community and global outreach model, based on building long-term mutually beneficial relationships with local non-profits and global partners to address systemic issues of housing, hunger, health and education locally (Northern NJ), across the US (Columbia SC, Los Angeles CA, New Orleans LA, Philadelphia PA), and globally (Germany, Kenya, Liberia, Peru, Rwanda).
- Cast vision, raised funds and executed a comprehensive facility and infrastructure renovation.
- Implemented a collaborative budget planning and monitoring process that improved intentionality, program coordination, strategic alignment and budget forecast accuracy which led to overall increased financial health of the organization. Eliminated 16% budget deficit. Retired all outstanding debt. Reduced operational spend from 27% to 23% of budget. Increased cash on hand by 18.5%.

Connor's House

2008 – 2016

President and Co-founder

- Built a grass roots non-profit organization that created a community-based model of pediatric palliative care.
- Provided services to over 200 families of children dealing with complex health care needs, helping them to embrace each day and live life to the fullest.
- Enhanced the broader community service delivery network and developed a next generation of nonprofit and healthcare leaders as a Guest Lecturer and member of the NJ Pediatric Palliative Care Coalition.

Seton Hall University

2015

Adjunct Professor, Leadership through Service Learning

Helped students learn the importance of possessing integrity, compassion, and a commitment to helping others, as practices of servant leadership in community settings by connecting scholarship with community service.

Accenture

1996 - 2007

Senior Manager in Accenture's Solution Delivery Excellence group with a track record of success leading custom system development, ERP implementations and business process outsourcing engagements at some of the company's largest clients across several industries.

Global Program Manager / Unilever (London), 2006-2007

Solution Architect / UPS Airlines (Kentucky), 2006

Release Manager / Toys 'R Us (New Jersey), 2004-2006

Assessment Manager / Lear Corporation (Michigan), 2004

Project Manager / UPS Payroll & Retirement Administration (Georgia, New Jersey), 2000-2004

Team Lead / UPS Retirement Administration (Georgia, New Jersey), 1998-2000

Analyst / UPS Host Access (Georgia, Maryland, New Jersey), 1996-1998

- 2007: Established and directed a global/regional/local program management office to coordinate the work of over 350 people working across the globe to implement a \$1 billion human resource transformation program. Developed strong relationships with the client's global and regional leads, providing thought leadership in the areas of program management and the implementation of large-scale change initiatives. Directed the development and implementation of standardized processes and tools to manage work planning, time tracking, risk/issue management, status reporting, and deliverable management across the program.
- 2006: Led the successful proposal and mobilization efforts to re-architect the operations control systems of the tenth largest airline in the world utilizing agile methodology.
- 2005: Transformed the business, human performance, and leadership practices of a merchandising organization through the implementation of new business processes. Annual client revenue exceeded \$6 million with better than expected profitability.
- 2004: Led the planning project for an ERP Payroll and HR upgrade including a comparative cost/benefit/risk analysis for three implementation scenarios and an impact assessment based on existing and planned software customizations.
- 2004: Established the program management structure to coordinate the efforts of a three-year, \$50 million, ERP payroll re-architecture program. Identified key metrics and developed appropriate measurement methods to ensure all business benefits were realized.
- 2003: Implemented a ERP retirement administration system to manage the retirement benefits for over 350,000 active employees participating in over fifty different pension plans. Estimated, planned and coordinated the 24,000 workday effort.
- 2000: Led the validation, verification, derivation, and conversion of over 100 million rows of HR and Payroll data while ensuring error resolution procedures achieved businesses compliance with all government regulations.

Education

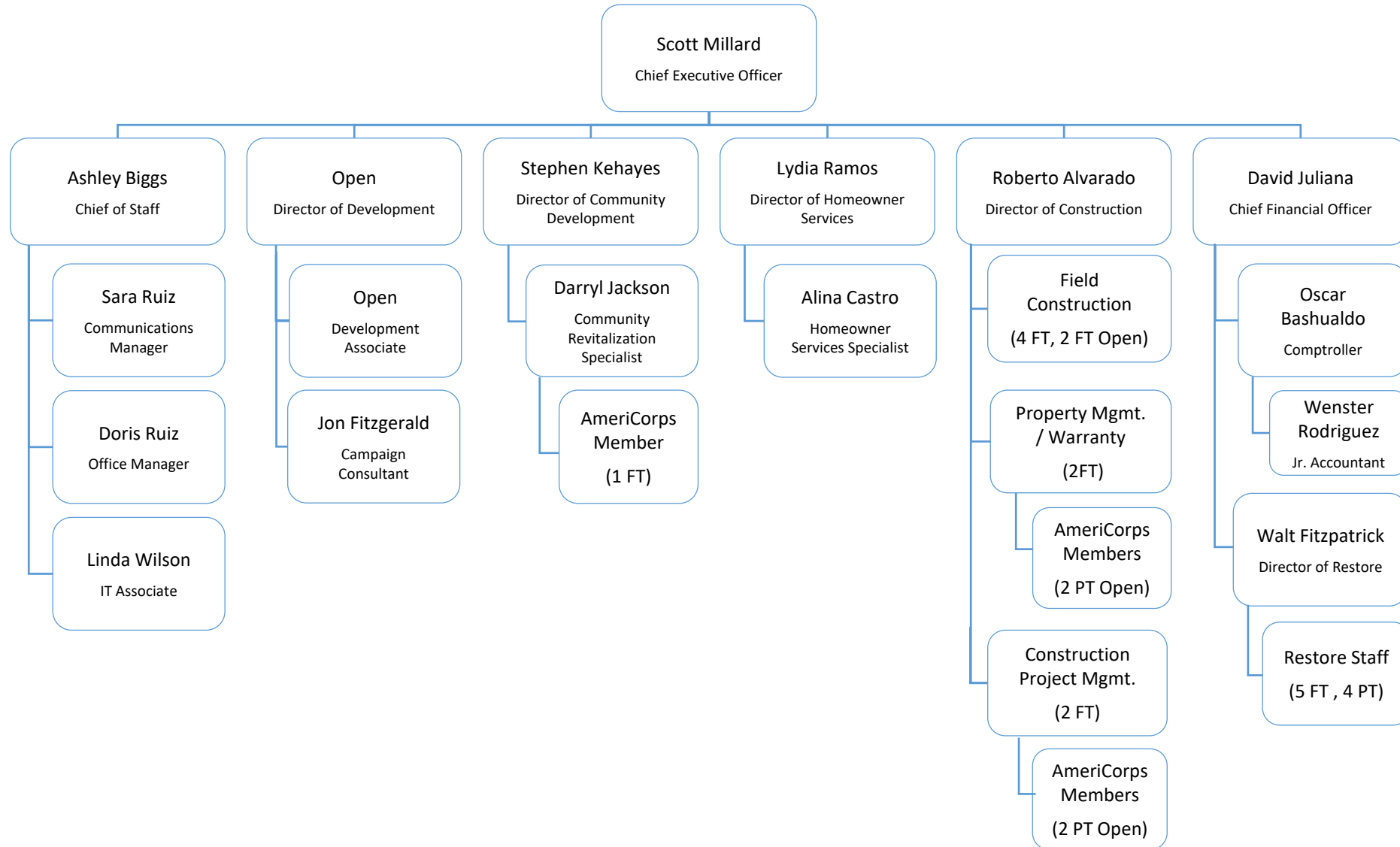
Drexel University , Bachelor of Science in Commerce & Engineering Sciences	1992 – 1996
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Community Involvement

Guest Speaker, Market Street Mission	2016 - Present
Guest Lecturer, County College of Morris	2013 - 2017
Member, Family Promise of Morris County Coordinators Advisory Team	2014 - 2016
Member, New Jersey Statewide Pediatric Palliative Care Coalition	2009 - 2012
Vice Chair, Board of Trustees, United Cerebral Palsy of Northern, Central and Southern NJ	2004 - 2009



Organization Chart



Paterson Habitat for Humanity

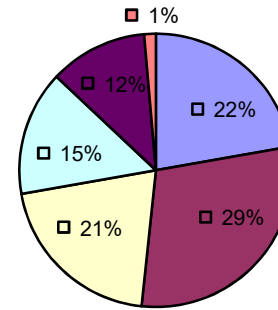
FY 21 Operating Plan -- Cash

July 1, 2020 - June 30, 2021

(\$ in 000s)

Cash Receipts:

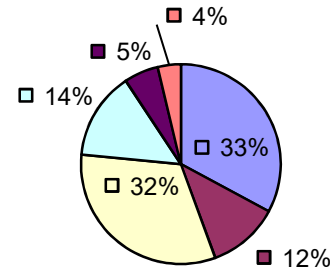
General Contributions / Private Grants	1,600
Public Grants	2,125
Cash	1,480
Mortgage Sales & Collections	1,065
ReStore	835
Miscellaneous Income	100
Total	\$ 7,205



- General Contributions / Private Grants
- Cash
- Mortgage Sales & Collections
- ReStore
- Miscellaneous Income

Cash Disbursements:

Construction Materials & Sub-Contractor Costs	\$ 2,365
ReStore	\$ 835
All Other Program Expenses	2,315
Admin & Fundraising Expenses	1,020
Site Acquisition	400
Other (Loan repurchases & Capex)	270
Total	\$ 7,205



- Construction Materials & Sub-Contractor Costs
- All Other Program Expenses
- Admin & Fundraising Expenses
- Site Acquisition
- Other (Loan repurchases & Capex)

PATERSON HABITAT FOR HUMANITY
BOARD OF DIRECTORS MEETING MINUTES
June 18, 2020

Location: Virtual

Present: John Algera, Wayne Angelbeck, Donna Brightman, Mary Crooms, Giancarlo DiLondardo, Ronessa Johnson, Deborah Murphy, Ruth Plucinski, Kathryn Schmidt, Inge Spungen, Jane Williams-Warren

Absent: Jessica Hinds, Judy Keyes, George McLoof, Gwen Ndubuisi, Dora Valencia

Staff: Scott Millard, Ashley Biggs, Dave Juliana

Open: Kathryn Schmidt called the meeting to order at 7:05 pm

Deborah Murphy gave the devotion from "Our Better Angels" (Chapter 5). Ronessa Johnson will give the devotion for July 16, 2020 (Chapter 6).

Minutes:

Giancarlo DiLondardo brought a motion to approve the minutes of the May 21, 2020 meeting and it was seconded by John Algera with Donna Brightman abstaining 200601

Board Development: Update provided by Inge Spungen.

Membership: Julia Gonzalez has resigned from the Board of Directors. We now have two open board seats. As we are already planning to reduce the number of board members to 15 for 2021 we will not be working to fill these vacancies at this time. Julia's resignation also reduced our CHDO to six members. The board will need to find a board secretary at the end of 2020 when Ronessa Johnson cycles off the board. Judy Keyes, Wayne Angelbeck, and Dora Valencia will also be at the end of their terms, but they can be extended. We will need to fill one seat for CHDO for 2021.

Nominations: Scott Millard added that over the next three years all of our current officers will be cycling off. We are looking at a significant leadership transition in a short period of time. The Board Development committee is looking for nominations and candidates for these positions. We'd like board members to think about growing their role on the board and taking a step toward leadership. We would also like the board to look at their peer groups for possible nominations. We will be sending out a nominating form over the next several weeks. Wayne Angelbeck shared that the Finance committee and Audit committee are also short members.

Diversity Committee: We are working to make sure Paterson Habitat as an organization meets our vision regarding diversity, inclusion and equality. Several organizations who provide diversity consulting and training have been interviewed to assist us in this endeavor. We have distributed requests for proposals to three of these organizations and are waiting to receive their proposals. Please share your thoughts with the committee.

Board event: In September we hope to host a Board wine and cheese gathering in the ReStore parking lot.

CEO Report / Operational update:

Scott Millard presented both the dashboard and his report which reflect Covid-19/current updates.

- The Paterson Habitat staff has been spending time executing our Covid-19 plan and closing out FY20. The organization has adapted exceptionally well to this environment. Over the next 6 weeks, we will move 4 more families into homes.
- We have made the decision to cancel the internship program for the summer. The Taub Foundation is graciously allowing us to redirect the internship program funding. Our EIDL loan was approved. We received \$10,000 more in emergency funding from FHLB (via Valley Bank). We just received a \$5,000 emergency grant from HCDNNJ for the pandemic relief work we are doing.
- While we are executing our home building work, we have been working with our partners in the Passaic County Pandemic Partnership. In 12-weeks we have distributed 30,000 food kits, made 500 home deliveries, and distributed 1,000 mid-level boxes. We have served over 4,600 families a week.
- We have also worked on refining the FY21 Budget. The operating plan will guide us for two years. As a leadership team we have broken that down in quarters which then ties back to the budget. Last month as we worked on this we established a set of financial minimums for the end of FY21: \$600,000 in cash, restructure a minimum of \$750,000 of our short term debt, and maintain a credit facility of at least \$500,000. As we now look at next year, we expect to complete 10 project (including all projects currently under construction), begin 8 new projects (including the Passaic Veterans project), execute 3 buy-backs, and sell at least 2 of our transitional rental properties. That will leave us with \$1million in cash, \$900,000 in long-term debt, \$350,000 in short-term debt entering FY2022.

Treasurer's Report:

Wayne Angelbeck presented the Treasurer's Report of May 31, 2020. A motion to accept the treasurer's report was moved by Ruth Plucinski and it was seconded by Deborah Murphy and passed unanimously 200602

Wayne Angelbeck presented the FY21 Budget. A motion to accept the FY21 Budget was moved by Giancarlo DiLondardo and it was seconded by Jane Williams-Warren and passed unanimously 200603

Notifications:

Construction: An insulation contract (materials and labor) for 6 units (191-195 Hamilton, 206 Summer, 211-213 Governor and 51-53 N1st) was awarded to Superior Insulation and Drywall for \$28,609.50. Purchases for construction procurement (materials, equipment and subcontractor services) not exceeding \$50,000, in the ordinary course of business, and accounted for in the current fiscal year budget, can be completed without board approval but is shared here for board information.

ReStore reopening plan:

The ReStore committee developed a reopening plan which has been approved by the Executive Committee. The ReStore will be re-opening on Friday, June 19, 2020.

Executive Committee action on wire transfer:

The Executive Committee authorized Paterson Habitat to wire transfer \$50,000 for an auction taking place on June 18, 2020. We did not purchase any properties at the auction. The funds have been returned.

Resolutions:

House Sale

The sale of 187 Hamilton Avenue (a single-family home) for \$130,000 to Andres Diaz Hernandez and Jennifer Perez. A motion, as attached (exhibit A), was moved by Ronessa Johnson and seconded by Jane Williams-Warren and passed unanimously.....200604

Affordable Housing Trust Fund

Paterson Habitat would like to apply for and obtain funds from the New Jersey Department of Community Affairs, New Jersey Affordable Housing Trust Fund Program for an amount not to exceed the maximum amount allowed in accordance with N.J.A.C. 5:43-1.1 et seq. for the purpose of developing approximately 13 affordable housing units in the Hamilton & 7 Beyond Project.

A motion, as attached (exhibit B), was moved by John Algera and it was seconded by Mary Crooms and passed unanimously.....200605

Homeowner Selection Committee

Deborah Murphy presented the Reyes Veras and Ramirez Sosa family for board acceptance into the Habitat Program based on the advice and consent of the Homeowner Selection Committee and the certified loan originators.

A motion to accept the Reyes Veras and Ramirez Sosa family into the program was moved by Ronessa Johnson and seconded by Jane Williams-Warren and passed unanimously.....200606

Deborah Murphy presented the Roque family for board acceptance into the Habitat Program based on the advice and consent of the Homeowner Selection Committee and the certified loan originators.

A motion to accept the Roque family into the program was moved by Ronessa Johnson and seconded by Jane Williams-Warren and passed unanimously.....200607

Deborah Murphy presented the Guzman family for board acceptance into the Habitat Program based on the advice and consent of the Homeowner Selection Committee and the certified loan originators.

A motion to accept the Guzman family into the program was moved by Ronessa Johnson and seconded by Jane Williams-Warren and passed unanimously.....200608

Deborah Murphy presented the Gonzalez family for board acceptance into the Habitat Program based on the advice and consent of the Homeowner Selection Committee and the certified loan originators.

A motion to accept the Gonzalez family into the program was moved by Ronessa Johnson and seconded by Jane Williams-Warren and passed unanimously.....200609

ACEs Training

The Paterson Habitat staff will be taking an ACEs training via GoToMeeting on Friday, June 19, 2020. The board has been invited to join the staff (from 1:00-3:00pm). Interested members were asked to let Scott know if they will be joining the training.

Committees

Kathryn Schmidt shared that board members have expressed interest in our committee work. A grid was created to help summarize that information on a monthly basis. Kathryn Schmidt will reach out to our board liaisons/chairs to update the grid monthly.

August meeting

Kathryn Schmidt would like to recommend that we hold an August meeting. We typically do not hold board or committee meetings in August. Kathryn will update members with the final decision on the August meeting.

Paterson Prayer

John Algera shared with members that in honor of Juneteenth there will be a gathering of prayer at the steps of City Hall at 5pm on June 19, 2020.

Closing Devotions

Scott Millard gave the closing devotion.

Spot Evaluations

Reminder: At the closing of board meetings members will be given a form called "spot evaluations". The form will be used to access what members liked about the meeting, what they disliked, and any other comments they would like to share.

Meeting adjourned

A motion to adjourn the meeting was moved by Giancarlo DiLonardo and seconded by Ronessa Johnson and passed unanimously. Meeting was adjourned 8:51pm

Executive Session – closed.

Next meeting – Thursday, July 16, 2020, 7pm

Respectfully submitted,
Sara L. Ruiz
Recording Secretary



***CONSOLIDATED FINANCIAL STATEMENTS
WITH INDEPENDENT AUDITORS' REPORT***

YEARS ENDED JUNE 30, 2020 AND 2019

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INDEPENDENT AUDITORS' REPORT

To The Board of Directors
Paterson Habitat for Humanity, Inc. and Subsidiary
Paterson, New Jersey

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of Paterson Habitat for Humanity, Inc. and Subsidiary, which comprise the consolidated balance sheets as of June 30, 2020 and 2019, and the related consolidated statements of activities, cash flows, and functional expenses for the years then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement. The financial statements of Paterson Habitat ReStore, LLC were not audited in accordance with *Government Auditing Standards*.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of Paterson Habitat for Humanity, Inc. and Subsidiary as of June 30, 2020 and 2019, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matters

As discussed in Note 2 to the financial statements, in fiscal year 2020, PHFH adopted Accounting Standards Update (ASU) No. 2018-08, *Not-for-Profit, Entities: Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made* (Topic 958); and, No. 2014-09, *Revenue from Contracts with Customers* (Topic 606). Our opinion is not modified with respect to these matters.

Other Matters:

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 30, 2020 on our consideration of Paterson Habitat for Humanity, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Paterson Habitat for Humanity, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Paterson Habitat for Humanity, Inc.'s internal control over financial reporting and compliance.

Dorfman Abrams Music, LLC

Saddle Brook, New Jersey
October 30, 2020

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

CONSOLIDATED BALANCE SHEETS

ASSETS

	June 30,	
	<u>2020</u>	<u>2019</u>
Cash and cash equivalents	\$ 3,101,535	\$ 1,330,621
Escrows and security deposits	139,485	65,901
Mortgages receivable, net	3,407,114	3,238,226
Grants and other receivables	36,727	272,031
Prepaid expenses	268,060	91,027
Houses available for sale	1,472,115	1,788,595
Houses under construction	1,844,299	1,481,750
ReStore inventory	74,316	90,575
Property, land, and equipment, net	348,945	380,833
Investment in joint ventures	7,523,129	3,805,207
	<u> </u>	<u> </u>
Total assets	<u>\$ 18,215,725</u>	<u>\$ 12,544,766</u>

LIABILITIES AND NET ASSETS

Liabilities:		
Accounts payable and accrued expenses	\$ 278,286	\$ 381,597
Refundable advance - Paycheck Protection Program	400,000	
Refundable advance - Government grant	163,000	
Homeowners' deposits	127,741	69,289
Deferred revenue	816,781	529,652
Lines of credit	1,250,000	
Secured disaster loan payable	150,000	
Notes payable	9,706,669	5,051,637
	<u> </u>	<u> </u>
Total liabilities	<u>12,892,477</u>	<u>6,032,175</u>
Net assets:		
Without donor restrictions	5,323,248	5,799,877
With donor restrictions		712,714
	<u> </u>	<u> </u>
Total net assets	<u>5,323,248</u>	<u>6,512,591</u>
	<u> </u>	<u> </u>
Total liabilities and net assets	<u>\$ 18,215,725</u>	<u>\$ 12,544,766</u>

The accompanying notes are an integral part of these consolidated financial statements.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF ACTIVITIES

	Year ended June 30, 2020		Year ended June 30, 2019	
	Without donor restrictions	With donor restrictions	Without donor restrictions	With donor restrictions
Support and revenues:				
Private support:				
Contributions and private grants	\$ 1,023,374	\$ 464,900	\$ 697,796	\$ 712,714
Donated services and materials	61,306		106,910	
Special events, net of expenses of \$39,297 and \$84,343 for 2020 and 2019, respectively	224,133		350,480	
Total private support	1,308,813	464,900	1,155,186	712,714
Governmental support:				
Federal and state awards		642,250		798,196
Total governmental support		642,250		798,196
Other operating revenues:				
Sale of houses	1,021,001		1,428,000	
Mortgage loan discount amortization	332,064		57,801	
Investment in joint ventures	76,625		38,200	
ReStore sales	823,862		1,018,389	
Other	92,355		83,826	
Total other operating revenues	2,345,907		2,626,216	
Net assets released from restrictions	1,819,864	(1,819,864)	798,196	(798,196)
Total support and revenues	5,474,584	(712,714)	4,579,598	712,714
Expenses:				
Program services:				
Housing and community engagement	4,288,783		4,570,310	
ReStore	909,242		796,992	
Total program services	5,198,025		5,367,302	
Supporting services:				
Management and general Fundraising	436,914		508,597	
	316,274		319,589	
Total supporting services	753,188		828,186	
Total expenses	5,951,213		6,195,488	
Change in net assets	(476,629)	(712,714)	(1,615,890)	712,714
Net assets, beginning of year	5,799,877	712,714	7,415,767	7,415,767
Net assets, end of year	\$ 5,323,248	\$	\$ 5,799,877	\$ 712,714
				\$ 6,512,591

The accompanying notes are an integral part of these consolidated financial statements.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

CONSOLIDATED STATEMENTS OF CASH FLOWS

	Year ended June 30,	
	2020	2019
Cash flows from operating activities:		
Change in net assets	\$ (1,189,343)	\$ (903,176)
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:		
Depreciation and amortization	105,986	73,234
Amortization of discounts on mortgages receivable, net	400,775	656,855
Write-off of discounts for mortgages sold	(249,728)	
Transfers to homeowners in return for mortgages	(891,000)	(1,942,240)
Payments on mortgages from homeowners	177,873	203,862
Sale of mortgages	333,467	
Foreclosures	59,725	
Investment income in joint ventures	(76,625)	(25,352)
Changes in assets and liabilities:		
(Increase) decrease in:		
Escrow and security deposits	(73,584)	(46,042)
Grants and other receivables	235,304	(70,554)
Prepaid expenses	(177,033)	(9,282)
Houses available for sale	316,480	16,611
Houses under construction	(362,549)	583,991
ReStore inventory	16,259	16,190
Increase (decrease) in:		
Accounts payable and accrued expenses	(103,311)	113,975
Tithe payable		(30,947)
Refundable advance - government grant	163,000	
Homeowners' deposits	58,452	
Deferred revenue	287,129	366,504
Refundable advance - Paycheck Protection Program	400,000	
Net cash used by operating activities	<u>(568,723)</u>	<u>(996,371)</u>
Cash flows from investing activities:		
Distributions received from joint venture	89,473	38,200
Investment in joint venture	(3,730,770)	
Purchase of property, land and equipment	(6,750)	(111,810)
Net cash used by investing activities	<u>(3,648,047)</u>	<u>(73,610)</u>
Cash flows from financing activities:		
Proceeds from line of credit	1,500,000	
Proceeds from secured disaster loan payable	150,000	
Proceeds from notes payable	5,200,000	
Reimbursement of debt issuance costs		5,706
Debt issuance costs	(612,316)	
Repayments on line of credit	(250,000)	
Net cash provided by financing activities	<u>5,987,684</u>	<u>5,706</u>
Net increase (decrease) in cash and cash equivalents	1,770,914	(1,064,275)
Cash and cash equivalents, beginning of year	<u>1,330,621</u>	<u>2,394,896</u>
Cash and cash equivalents, end of year	<u>\$ 3,101,535</u>	<u>\$ 1,330,621</u>
Supplemental Cash Flow Information		
Cash paid for interest	<u>\$ 130,002</u>	<u>\$ 61,788</u>

The accompanying notes are an integral part of these consolidated financial statements.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF FUNCTIONAL EXPENSES

Years Ended June 30, 2020 and 2019

	Program services				Supporting services				Total program and supporting services			
	Housing and Community Engagement		ReStore		Total program services		Management and general		Fundraising		Total supporting services	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Salaries and wages	\$ 842,465	\$ 722,761	\$ 331,754	\$ 284,025	\$ 1,174,219	\$ 1,006,786	\$ 128,734	\$ 125,881	\$ 239,792	\$ 245,856	\$ 371,737	\$ 1,542,745
Payroll taxes and employee benefits	226,237	235,897	108,149	103,382	334,386	339,279	96,803	96,369	72,581	70,122	166,491	505,770
Total salaries and related expenses	1,068,702	958,658	439,903	387,407	1,508,605	1,346,065	225,537	222,250	312,373	315,978	538,228	1,884,293
Construction costs	2,194,796	2,348,765			2,194,796	2,348,765						2,194,796
Discounts on mortgages	483,110	714,656			483,110	714,656						483,110
Facilities expenses	14,519	28,881	372,095	303,095	386,614	331,976	9,574	12,473			12,473	396,188
Professional fees	54,998	113,991			54,998	113,991	95,750	130,821	1,695	2,001	132,822	246,813
Interest expense	130,002	61,788			130,002	61,788						130,002
Real estate taxes	111,920	141,260			111,920	141,260						111,920
Depreciation and amortization	75,258	45,861	2,128	4,077	77,386	49,938	28,600	23,296			23,296	105,986
Tithe	103,013	113,603			103,013	113,603						103,013
Marketing and other expenses			79,653	83,592	79,653	83,592						79,653
Office expenses	14,909	19,045			14,909	19,045	60,146	67,877	2,206	1,610	69,487	88,532
Insurance	37,556	23,802			37,556	23,802	17,307	51,880			51,880	37,556
Donation pickup expense			15,463	18,821	15,463	18,821						15,463
Total expenses	\$ 4,288,783	\$ 4,570,310	\$ 909,242	\$ 796,992	\$ 5,198,025	\$ 5,367,302	\$ 436,914	\$ 508,597	\$ 316,274	\$ 319,589	\$ 828,186	\$ 5,951,213
												\$ 6,195,488

The accompanying notes are an integral part of these consolidated financial statements.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2020 and 2019

1. Nature of the Organization

Paterson Habitat for Humanity, Inc. and Subsidiary (PHFH), an affiliate of Habitat for Humanity International, was organized as a not-for-profit corporation under the laws of the State of New Jersey in 1984 with the mission of eliminating poverty housing from Passaic County, New Jersey, and to make decent, affordable shelter for all people throughout the world a matter of conscience. As such, PHFH builds and sells Energy Star certified, quality affordable housing to low-income qualified homeowners, primarily in the City of Paterson, New Jersey. Eligible homeowners generally are families living in substandard housing who are unable to secure adequate housing by conventional means. Contribution of money and materials are the principal funding sources of PHFH operations. Volunteer labor is also central to PHFH's ability to build new homes and offer them to qualified families at affordable prices through zero-interest mortgages.

Eligible homeowner incomes are not adequate to purchase homes at PHFH's cost. Therefore, in order to provide affordable housing to eligible buyers, PHFH subsidizes the sale of each house. Because homes currently are sold for an amount below actual cost, fundraising and volunteer services must provide the financial resources for the subsidy.

PHFH seeks to not only raise living standards for families through homeownership, but also to revitalize neighborhoods and communities. PHFH's financial counseling and mentoring programs address personal debt and money management issues for homeowner families, and continues to excel in foreclosure prevention with only eleven foreclosures in its 35-year plus history. Finally, limited resources are directed to carefully selected community programs to support safe streets, effective public education, and other goals that affect the quality of life for Habitat homeowner families and their neighbors.

PHFH operates a ReStore that sells donated new and used goods and construction materials to help raise additional revenue which is used to further the mission of PHFH.

2. Summary of significant accounting policies

This summary of significant accounting policies of PHFH is presented to assist in understanding PHFH's consolidated financial statements. The consolidated financial statements and notes are representations of PHFH's management, which is responsible for their integrity and objectivity. These accounting policies conform to accounting principles generally accepted in the United States of America as promulgated in *FASB Accounting Standards Codification* (the Codification) and have been consistently applied in the preparation of the consolidated financial statements.

Principles of consolidation

The consolidated financial statements include the accounts of Paterson Habitat for Humanity, Inc. and Paterson Habitat ReStore, LLC. ReStore is a wholly-owned subsidiary of PHFH. All material intercompany balances and transactions have been eliminated in consolidation.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2020 and 2019

2. Summary of significant accounting policies (continued)

Basis of presentation

The financial statements of PHFH have been prepared in accordance with U.S. generally accepted accounting principles (U.S. GAAP), which require PHFH to report information regarding its financial position and activities according to the following net asset classifications:

Net assets without donor restrictions - Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of PHFH. These net assets may be used at the discretion of PHFH's management and the board of directors.

Net assets with donor restrictions - Net assets subject to stipulations imposed by donors, and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of PHFH or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash and cash equivalents

Cash and cash equivalents consists of demand deposit accounts, which are highly liquid financial instruments with maturities of three months or less. Cash does not include amounts held in escrow, such as potential homeowner's funds held pending closing of the unit.

Escrows and security deposits

PHFH maintains escrow and security deposits on behalf of homeowners. These accounts are used to collect homeowner deposits to be used to pay escrow expenses (such as property taxes and homeowners' insurance premiums), and for the payment of maintenance expenses on property that share common facilities.

Mortgages receivable

Mortgages from homeowners do not bear interest and generally have a maximum life of up to 30 years. Required monthly repayments are calculated on a level payment basis. PHFH discounts the mortgages received each accounting period using an interest rate stipulated by Habitat for Humanity International, Inc. (HFHI). This practice facilitates the combining of all Subsidiary consolidated financial statements by HFHI. Discounting has no effect on the cash flows of PHFH. Mortgage discounts are amortized to income on a straight-line basis over the life of the underlying mortgages.

PHFH reviews mortgages receivable for collectability based on previous experience and determinations by management and the Board of Directors. In management's opinion, the collateral is sufficient to realize the mortgages receivable without any allowance.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2020 and 2019

2. Summary of significant accounting policies (continued)

Grants and other receivables

Financial assistance received from federal, state, and local governmental entities in the form of grants are recognized on a cost reimbursement basis and are recorded in federal and state awards on the consolidated statements of activities and changes in net assets. Grants receivable from government agencies are periodically reviewed by management for collectability. The balance of grants receivable has been determined to be collectible. Therefore, no allowance has been recorded.

Houses available for sale and under construction

Houses available for sale are stated at cost.

Houses under construction consists of material, labor, and equipment costs related to home construction such as indirect labor, supplies, and tool costs. These costs are recorded as houses under construction on the consolidated statements of financial position as they are incurred. Land costs are included in houses under construction and are stated at the lower of cost or the fair value at the date of purchase. Also included in land costs are any costs incurred in development. When homes are sold, the corresponding costs are then expensed in the consolidated statements of activities and changes in net assets as program services under the caption construction costs.

Property, land, and equipment

Property, land, and equipment purchased are stated at cost. Replacements, betterments, and additions to property, land, and equipment are capitalized. PHFH capitalizes all property, land, and equipment with a value of \$5,000 or greater that extend the useful life of the asset. Depreciation and amortization of buildings, equipment, furnishings, and improvements are provided on a straight-line basis over their estimated useful lives:

Building and improvements	15 - 39 years
Construction equipment	5 - 10 years
Furniture and equipment	3 - 10 years
Vehicles	5 years

Donations of property, land, and equipment are recorded as contributions at the fair value of the asset, based on values of comparable assets, at the date of the gift. Such donations are reported as contributions without donor restrictions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property, land, and equipment are reported as contributions with donor restrictions.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2020 and 2019

2. Summary of significant accounting policies (continued)

Investment in joint ventures

PHFH accounts for its investment in joint ventures under the equity method. Under the equity method of accounting the PHFH's share of net income (loss) of the joint venture is recognized as income from investment in joint ventures on the PHFH's consolidated statements of activities, and distributions received from the joint ventures are treated as a reduction of the investment account.

Deferred financing fees

Deferred financing fees represent costs incurred related to the issuance of New Market Tax Credit notes payable. Unamortized costs are presented as a direct reduction from the face amount of the debt on the balance sheet. Amortization of those costs is provided on the straight-line method over the remaining term of the applicable indebtedness (3 - 29 years). Amortization expense for the years ended June 30, 2020 and 2019 was \$67,348 and \$36,294, respectively.

Deferred revenue

Deferred revenue represents revenues received in advance of satisfaction of performance obligations.

Revenue and revenue recognition

PHFH recognizes contributions when cash, securities or other assets; an unconditional promise to give; or a notification of a beneficial interest is received. Contributions received are recorded as net assets without donor restrictions or net assets with donor restrictions, depending on the existence and/or nature of any donor-imposed restrictions. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions. Conditional promises to give – that is, those with a measurable performance or other barrier and a right of return – are not recognized until the conditions on which they depend have been met.

Contributed property and equipment are recorded at fair value at the date of donation. Contributions with donor-imposed stipulations regarding how long the contributed assets must be used are recorded as net assets with donor restrictions; otherwise, the contributions are recorded as net assets without donor restrictions.

A portion of the PHFH's revenue is derived from federal, state county, and city agencies contracts and grants, which are conditioned upon certain performance obligations and/or the incurrence of allowable qualifying expenses. Amounts received are recognized as revenue when PHFH has incurred expenditures in compliance with specific contract or grant provisions. Amounts received on cost reimbursement grants, prior to incurring qualifying expenditures, are reported as refundable advances in the balance sheet. Under the terms of funding agreements with various governmental agencies, all reported expenditures are subject to audit and acceptance by the funding agencies. In the opinion of management, adjustments, if any, resulting from future audits, should not have a material effect on the PHFH's financial position or changes in its net assets.

PHFH's recognizes revenue from special events when the event takes place. Amounts received prior to the commencement of the events, including deposits, are deferred to the applicable period.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2020 and 2019

2. Summary of significant accounting policies (continued)

Revenue and revenue recognition (continued)

Revenue from sales of houses is recognized when the risk of ownership has transferred to the new homeowners.

ReStore sales revenues are recognized at the point of sale with the customer.

PHFH has adopted Accounting Standards Update No. 2018-08 Not for Profit Entities: Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made (Topic 958); and, No. 2014-09 Revenue from Contracts with Customers (Topic 606) as management believes the standards improve the usefulness and understandability of PHFH's financial reporting.

Analysis of various provisions of these standards resulted in no significant change in the way PHFH recognizes revenue, with the exception of certain government grants which had previously been treated as without donor restriction. These amounts have been reclassified as with donor restriction in the amount of \$798,196 for the year ended June 30, 2019. Since they were cost reimbursement grants, the same amounts were released as of June 30, 2019. The presentation and disclosures of revenue have been enhanced in accordance with the standard.

Donated services

Amounts are reported in the consolidated financial statements for voluntary donations of services when those services create or enhance non-financial assets or require specialized skills provided by individuals possessing those skills and which would typically be purchased if not provided by donation. Donated materials and services are recorded as contributions at their estimated fair value at the date of donation.

Numerous volunteers donate their time to PHFH program services and fundraising activities during the year. These services are not reflected in the consolidated financial statements since these services do not require specialized skills. Volunteers worked approximately 12,200 and 20,400 hours for the years ended June 30, 2020 and 2019, respectively.

Estimates

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Functional allocation of expenses

The costs of providing various programs and support services have been summarized on a functional basis in the consolidated statement of activities and in the consolidated statement of functional expenses. Accordingly, natural expenses attributable to more than one functional expense category are allocated using a variety of cost allocation techniques such as time and effort and square footage.

Reclassifications

Certain amounts in the fiscal year 2019 financial statements have been reclassified to conform to the fiscal year 2020 financial statement presentation.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2020 and 2019

2. Summary of significant accounting policies (continued)

Income taxes

PHFH is a tax-exempt organization as defined by Section 501(c)(3) of the Internal Revenue Code, though it is subject to tax on income unrelated to its exempt purpose, unless that income is otherwise excluded by the Code. PHFH has processes presently in place to ensure the maintenance of its tax-exempt status; to identify and report unrelated income; to determine its filing and tax obligations in jurisdictions for which it has nexus; and to identify and evaluate other matters that may be considered tax positions. PHFH has determined that there are no material uncertain tax positions that require recognition or disclosure in the financial statements.

ReStore is a single member LLC of PHFH, and as such is not required to file a tax return.

3. Risk and uncertainties

Financial instruments that potentially subject PHFH to credit risk consist principally of cash and cash equivalents, mortgages receivable, and grants and other receivables. PHFH maintains its cash and cash equivalents in bank deposit accounts and money market accounts, the balances of which, at times, may exceed federally insured limits. Exposure to credit risk is reduced by placing such deposits in high quality financial institutions. Concentration of credit risk with respect to mortgages receivable is reduced since PHFH holds the trust deeds as security on the mortgages. Concentration of credit risk with respect to grants and other receivables is limited due to the fact that the grants and other receivables are mainly derived from governmental agencies and have short payment periods.

PHFH has reviewed its operations in light of the COVID-19 pandemic. Based on that review, it does not anticipate that the COVID-19 pandemic will have a material impact on its operations. However, events surrounding the Federal and State responses to the COVID-19 virus, and changes to those responses could change that analysis, and that change could be material.

4. Availability and liquidity

The following represents PHFH's financial assets at June 30, 2020:

Financial assets at year end

Cash and cash equivalents	\$ 3,018,984
Mortgages receivable, one year or less	127,905
Grants and other receivables, one year or less	<u>36,727</u>
Total financial assets	<u>3,183,616</u>
Financial assets available to meet cash needs for general expenditures within one year	<u>\$ 3,183,616</u>

PHFH's goal is generally to maintain financial assets to meet 90 days of operating expenses, net of kind (approximately \$1,500,000). As part of its liquidity plan, excess cash is invested in short-term investments, including money market accounts and certificates of deposit.

PHFH also has lines of credits available to meet short-term needs. See Note 9 for information about these arrangements.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2020 and 2019

5. Mortgages receivable

Mortgages receivable consists of non-interest bearing mortgages that are collateralized by the houses. Mortgages on houses sold during the years ended June 30, 2020 and 2019 were discounted at the HFHI stipulated interest rate of 7.38% and 7.66%, respectively.

	<u>2020</u>	<u>2019</u>
Face value of mortgages	\$ 5,371,584	\$ 5,051,649
Less unamortized discount	<u>1,964,470</u>	<u>1,813,423</u>
Mortgages receivable, net	<u>\$ 3,407,114</u>	<u>\$ 3,238,226</u>

A provision for impairment of loans has not been recorded since PHFH holds the trust deeds as security on the mortgages.

6. Property, land, and equipment

Property, land, and equipment consist of the following:

	<u>2020</u>	<u>2019</u>
Building, land, and improvements	\$ 460,380	\$ 460,380
Construction equipment	49,877	52,773
Furniture and equipment	8,343	21,552
Vehicles	<u>62,616</u>	<u>55,866</u>
	581,216	590,571
Less accumulated depreciation	<u>232,271</u>	<u>209,738</u>
	<u>\$ 348,945</u>	<u>\$ 380,833</u>

Depreciation expense for the years ended June 30, 2020 and 2019 was \$38,638 and \$36,940, respectively.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2020 and 2019

7. Investments in joint ventures

In December 2013, PHFH entered into a joint venture agreement, along with two other Habitat Affiliates, with NFH Northeast 1 Leverage Lender, LLC ("Joint Venture") in order to receive funding from Citibank (CITI) to financially assist PHFH and the two Habitat Subsidiaries with building new low-income housing in the neighborhoods they individually serve. CITI contributed these funds to PHFH and two Habitat Affiliates in order to take advantage of New Market Tax Credits (NMTC). PHFH transferred property, with an aggregate value of \$2,535,500, as an initial capital contribution to obtain a 44.70% ownership interest in the joint venture. In addition to investing in the joint venture, PHFH was able to secure a 30 year loan payable in the amount of \$3,504,640 with CITI NMTC Subsidiary XVI, LLC (a community development entity). See Note 11 for details on the loan. In July 2020, the Joint Venture had the ability to exercise a put option, which would enable PHFH to terminate this transaction. PHFH has started the process and expects the total amount of the loan to be forgiven within fiscal year 2021.

In April 2018, PHFH entered into a joint venture agreement, along with four other Habitat Affiliates, with HFHI NMTC Leverage Lender 2018, LLC ("Joint Venture") in order to receive funding from U.S. Bancorp Community Development Corp. (USBCDC) to financially assist PHFH and the four Habitat Subsidiaries with building new low-income housing in the neighborhoods they individually serve. USBCDC contributed these funds to PHFH and four Habitat Affiliates in order to take advantage of New Market Tax Credits (NMTC). PHFH transferred property, with an aggregate value of \$1,285,056 as an initial capital contribution to obtain a 21.84% ownership interest in the joint venture. In addition to investing in the joint venture, the PHFH was able to secure a 30 year loan payable in the amount of \$1,892,285 with HFHI NMTC SUB-CDE III, LLC (a community development entity). See Note 11 for details on the loan. In April 2025, the Joint Venture has the ability to exercise a put option, which would enable PHFH to terminate this transaction and extinguish its debt.

In January 2020, PHFH entered into a joint venture agreement, along with Habitat for Humanity of Charlotte, Inc. (HHC), with Charlotte-Paterson Leverage I, LLC ("Joint Venture") in order to receive funding from U.S. Bancorp Community Development Corp. (USBCDC) to financially assist PHFH and HHC with rehabilitation and/or construction of certain single-family residences located within a Qualified Census Tract. USBCDC contributed these funds to PHFH and HHC in order to take advantage of New Market Tax Credits (NMTC). PHFH transferred property, with an aggregate value of \$3,730,770 as an initial capital contribution to obtain a 61.18% ownership interest in the joint venture. In addition to investing in the joint venture, PHFH was able to secure a 20-year loan payable in the amount of \$5,200,000 with NJCC CDE Robeson, LLC (a community development entity). See Note 11 for details on the loan. In January 2027, the Joint Venture has the ability to exercise a put option, which would enable PHFH to terminate this transaction and extinguish its debt.

Under the terms of each new market tax credit joint ventures, the PHFH is required to build one home per year in the City of Paterson during the compliance period of each transaction.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2020 and 2019

7. Investments in joint ventures (continued)

The table below sets forth a summary of changes in the investment in joint ventures:

	<u>2020</u>	<u>2019</u>
Balance at July 1	\$ 3,805,207	\$ 3,818,055
Income from investment in joint venture	76,625	25,352
Distributions received from joint venture	(89,473)	(38,200)
New joint venture investment	<u>3,730,770</u>	
Balance at June 30	<u>\$ 7,523,129</u>	<u>\$ 3,805,207</u>

8. Refundable advance – Paycheck Protection Program

On April 20, 2020, the PHFH was granted a loan in the amount of \$400,000 pursuant to the Paycheck Protection Program (the PPP). The PPP, established as part of the Coronavirus Aid, Relief and Economic Security Act (“CARES ACT”), provides for loans to qualifying businesses for amounts up to 2.5 times of the average monthly payroll expenses of the qualifying businesses for amounts up to 2.5 times of the average monthly payroll expenses of the qualifying business. The loans and related interest are forgivable as long as the borrower uses the loan proceeds for eligible purposes, including payroll, benefits, rent and utilities, and maintains its payroll levels.

PHFH’s has determined the PPP to be conditional contribution and as such it has recorded the proceeds of the loan as a refundable advance and has not included it in revenues as of June 30, 2020. PHFH will not recognize income until all conditions are meet and the loan is fully forgiven by the Small Business Administration (SBA). Any unforgiven portion of the PPP loan would be payable over two years at an interest rate of 1% and would mature on April 01, 2022. The application for forgiveness has not yet been made available by PHFH’s lending institution. At the time of the issuance of this report, PHFH believes that they will meet the requirements resulting in full forgiveness of the PPP loan.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2020 and 2019

9. Lines of credit

Lines of credit consist of the following at June 30:

	<u>2020</u>	<u>2019</u>
<p>PHFH has an available secured line of credit with Columbia Bank in the amount of \$500,000. The line of credit is collateralized by the administrative office of PHFH. Interest is payable monthly at the bank's prime rate less 2.00% not to fall below 4.00%. The effective interest rate as of June 30, 2020 and 2019 was 5.125% and 5.50%, respectively. The line of credit matures in November 2020.</p>	\$ 500,000	\$
<p>PHFH has an available unsecured line of credit with Valley National Bank in the amount of \$500,000. Interest is payable monthly at the bank's prime rate as published in the Wall Street Journal. The effective interest rate as of June 30, 2020 and 2019 was 5.125% and 6.375%, respectively. The line of credit expires in January 2021.</p>		
<p>PHFH has an available unsecured line of credit with Columbia Bank (formerly Atlantic Stewardship Bank) in the amount of \$750,000. Interest is payable monthly at the bank's prime rate as published in the Wall Street Journal. The effective interest rate as of June 30, 2020 and 2019 was 4.00% and 6.00%, respectively. The line of credit matures in November 2020.</p>	<u>750,000</u>	<u> </u>
<p>Lines of credit</p>	<u>\$ 1,250,000</u>	<u>\$</u>
<p>Amount available and unused</p>	<u>\$ 500,000</u>	<u>\$</u>

10. Secured disaster loan payable

On June 14, 2020, PHFH entered into a secured disaster loan with the SBA in the amount of \$150,000. Monthly payment of \$641, including principal and interest, will begin twelve months from the date of the promissory note. The loan will accrue interest at a rate of 2.75%. The balance of principal and interest will be payable in thirty years from the date of the promissory note.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2020 and 2019

11. Notes payable

Notes payable consist of the following at June 30:

	<u>2020</u>	<u>2019</u>
Note payable due to a community development entity (HFHI NMTC SUB-CDE III, LLC). Debt requires interest only payments until April 2025 at .068%. The loan matures in April 2048. The loan is secured by substantially all the assets acquired by PHFH from the project loan proceeds. The note is subject to certain financial and non-financial covenants. Embedded in the note payable agreement is a put option feature that is exercisable in April 2025. Under the terms of the put option agreement, HFHI NMTC Leverage Lender 2018, LLC, is expected to purchase the ownership interest. Exercise of the option will effectively allow PHFH to extinguish its outstanding debt owed to HFHI NMTC SUB-CDE III, LLC. The value of the put option is not material to the consolidated financial statements and therefore is not recorded in the books and records. (See Note 7)	\$ 1,892,285	\$ 1,892,285
Note payable due to a community development entity (Citi NMTC Subsidiary XVI, LLC). Debt requires interest only payments until June 2020 at 1.03%. The loan matures in January 2043. The loan is secured by substantially all the assets acquired by PHFH from the project loan proceeds. The note is subject to certain non-financial covenants. Embedded in the note payable agreement is a put option feature that is exercisable in July 2020. Under the terms of the put option agreement, HFH Northeast 1 Leverage Lender, LLC (Joint Venture), is expected to purchase the ownership interest. At the date of this report, PHFH expects the Joint Venture to exercise the put option within the fiscal year 2021. Exercise of the option will effectively allow PHFH to extinguish its outstanding debt owed to HFH NMTC Investment Fund, LLC. The value of the put option is not material to the consolidated financial statements and therefore is not recorded in the books and records. (See Note 7)	3,504,640	3,504,640
Note payable due to a community development entity (NJCC CDE Robeson, LLC). Debt requires interest only payments until January 2027 at 1.023%. The loan matures in January 2040. The loan is secured by substantially all the assets acquired by PHFH from the project loan proceeds. The note is subject to certain non-financial covenants. Embedded in the note payable agreement is a put option feature that is exercisable in January 2027. Under the terms of the put option agreement, Twain Investment Fund 452, LLC, is expected to purchase the ownership interest. Exercise of the option will effectively allow PHFH to extinguish its outstanding debt owed to NJCC CDE Robeson, LLC. The value of the put option is not material to the consolidated financial statements and therefore is not recorded in the books and records. (See Note 7)	5,200,000	
Unamortized deferred financing fees	<u>(890,256)</u>	<u>(345,288)</u>
Notes payable	<u>\$ 9,706,669</u>	<u>\$ 5,051,637</u>

No annual principal payments are due during the next five years and in total thereafter under the aforementioned borrowings.

Interest expense for the years ended June 30, 2020 and 2019 was \$130,002 and \$61,788, respectively.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2020 and 2019

12. Sale of mortgages

During the year ended June 30, 2020, PHFH sold mortgages to a local financial institution for 100% of the outstanding face value of \$333,467; therefore, there was no loss recognized on the transaction. The sale of mortgages resulted in the reversal of \$249,728 of previously recorded mortgage discount expense. The \$249,728 is included in mortgage loan discount amortization revenue in the consolidated statement of activities and changes in net assets.

There were no sales of mortgages for the year ended June 30, 2019.

13. Retirement plan

During the year ended June 30, 2018, PHFH established a defined contribution plan for the benefit of its employees. The plan is administered by an independent pension administrator and is an employer/employee contribution based plan where PHFH will match 4% of an employee's annual compensation while they are actively contributing to the plan. Employees are vested upon three years of service. Total retirement plan contributions for the years ended June 30, 2020 and 2019 amounted to \$49,119 and \$46,764, respectively.

14. Commitments

Operating lease

In August 2018, PHFH amended the existing lease for an operating facility in Wayne, NJ for the PHFH ReStore. The lease was extended for five additional years through March 31, 2024. Under the conditions of the lease agreement, PHFH is responsible for its monthly rent and its pro-rata share of the property's real estate taxes and operating expenses. Total rent and common area maintenance charges paid for the years ended June 30, 2020 and 2019 was \$271,077 and \$251,937, respectively.

Future minimum lease payments for the remaining term of the lease are as follows:

Year ending June 30:	
2021	\$ 278,000
2022	278,000
2023	278,000
2024	<u>208,500</u>
	<u>\$ 1,042,500</u>

Contract agreement

On January 31, 2020, PHFH entered into a master services agreement to produce and install eight modular houses in Paterson, New Jersey. The agreement sets an original sum of \$1,020,896. PHFH has made an advance payment of \$192,819, which is recorded in prepaid expenses as of June 30, 2020. Project is expected to be completed by fiscal year 2022.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2020 and 2019

15. Fundraising events

PHFH sponsored several events during the year ended June 30, 2020 and 2019 to raise additional funds for its activities. The events and the net income derived are as follows:

	2020		
	<u>Income</u>	<u>Expenses</u>	<u>Net</u>
Annual dinner and journal	\$ 19,264	\$ 11,407	\$ 7,857
Corporate challenge	215,746	13,631	202,115
Other special events	<u>28,420</u>	<u>14,259</u>	<u>14,161</u>
	<u>\$ 263,430</u>	<u>\$ 39,297</u>	<u>\$ 224,133</u>
	2019		
	<u>Income</u>	<u>Expenses</u>	<u>Net</u>
Annual dinner and journal	\$ 63,142	\$ 22,813	\$ 40,329
Corporate challenge	320,294	55,459	264,835
Other special events	<u>51,387</u>	<u>6,071</u>	<u>45,316</u>
	<u>\$ 434,823</u>	<u>\$ 84,343</u>	<u>\$ 350,480</u>

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2020 and 2019

16. Net assets

Net assets were as follows for the years ended June 30:

	2020			2019		
	<u>Without donor restrictions</u>	<u>With donor restrictions</u>	<u>Total</u>	<u>Without donor restrictions</u>	<u>With donor restrictions</u>	<u>Total</u>
Undesignated	\$5,323,248	\$	\$5,323,248	\$5,799,877	\$	\$5,799,877
Hamilton 7 & Beyond					712,714	712,714
Total net assets	<u>\$5,323,248</u>	<u>\$</u>	<u>\$5,323,248</u>	<u>\$5,799,877</u>	<u>\$ 712,714</u>	<u>\$6,512,591</u>

Releases from net assets with donor restrictions are as follows at June 30:

Satisfaction of purpose restrictions:	<u>2020</u>	<u>2019</u>
Hamilton 7 & Beyond	\$ 1,177,614	\$
Northside Neighborhood project	345,310	49,969
Fourth ward Paterson project	<u>296,940</u>	<u>748,227</u>
	<u>\$ 1,819,864</u>	<u>\$ 798,196</u>

17. Subsequent events

Subsequent events have been evaluated through October 30, 2020, which is the date the consolidated financial statements were available to be issued. PHFH is not aware of any material subsequent events, except for the following.

On October 9, 2020, PHFH entered into a loan and security agreement with Habitat Mortgage Solutions, LLC (HMS) in the amount of \$500,000 to provide funds for the Harrison 8 project. The loan will bear interest at a rate of 3.40%.

INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

To The Board of Directors
Paterson Habitat for Humanity, Inc. and Subsidiary
Paterson, New Jersey

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the consolidated financial statements of Paterson Habitat for Humanity, Inc. and Subsidiary, which comprise the consolidated balance sheets as of June 30, 2020, and the related consolidated statements of activities, cash flows and functional expenses, for the year then ended, and the related notes to the consolidated financial statements, and have issued our report thereon dated October 30, 2020. The financial statements of Paterson Habitat ReStore, LLC were not audited in accordance with Government Auditing Standards and, accordingly, this report does not include reporting on internal control over financial reporting or instances of reportable non-compliance associated with Paterson Habitat ReStore, LLC.

Internal Control over Financial Reporting

In planning and performing our audit of the consolidated financial statements, we considered Paterson Habitat for Humanity, Inc. and Subsidiary's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the consolidated financial statements, but not for the purpose of expressing an opinion on the effectiveness of Paterson Habitat for Humanity, Inc. and Subsidiary's internal control. Accordingly, we do not express an opinion on the effectiveness of Paterson Habitat for Humanity, Inc. and Subsidiary's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's consolidated financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether Paterson Habitat for Humanity, Inc. and Subsidiary's consolidated financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the PHFH's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Dorfman Abrams Music, LLC

Saddle Brook, New Jersey

October 30, 2020



***CONSOLIDATED FINANCIAL STATEMENTS
WITH INDEPENDENT AUDITORS' REPORT***

YEARS ENDED JUNE 30, 2019 AND 2018

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INDEPENDENT AUDITORS' REPORT

To The Board of Directors
Paterson Habitat for Humanity, Inc. and Subsidiary
Paterson, New Jersey

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of Paterson Habitat for Humanity, Inc. and Subsidiary, which comprise the consolidated balance sheets as of June 30, 2019 and 2018, and the related consolidated statements of activities, cash flows, and functional expenses for the years then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement. The financial statements of Paterson Habitat ReStore, LLC were not audited in accordance with *Government Auditing Standards*.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of Paterson Habitat for Humanity, Inc. and Subsidiary as of June 30, 2019 and 2018, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of a Matter

As discussed in Note 2 to the financial statements, in 2018 the Organization adopted Accounting Standards Update (ASU) No. 2016-14, *Not-for-Profit Entities*.

Other Matters:

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated November 11, 2019 on our consideration of Paterson Habitat for Humanity, Inc. and Subsidiary's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Paterson Habitat for Humanity, Inc. and Subsidiary's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Paterson Habitat for Humanity, Inc. and Subsidiary's internal control over financial reporting and compliance.

Dorfman Abrams Music, LLC

Saddle Brook, New Jersey

November 11, 2019

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

CONSOLIDATED BALANCE SHEETS

ASSETS

	June 30,	
	<u>2019</u>	<u>2018</u>
Cash and cash equivalents	\$ 1,240,072	\$ 2,217,786
Escrows and security deposits	156,450	196,969
Mortgages receivable, net	3,238,226	2,156,703
Grants and other receivables	272,031	201,477
Prepaid expenses	91,027	81,745
Houses available for sale	1,820,771	1,837,382
Houses under construction	1,481,750	2,065,741
ReStore inventory	58,399	74,589
Property, land, and equipment, net	380,833	305,962
Investment in joint ventures	3,805,207	3,818,055
	<u>3,805,207</u>	<u>3,818,055</u>
Total assets	<u>\$ 12,544,766</u>	<u>\$ 12,956,409</u>

LIABILITIES AND NET ASSETS

Liabilities:		
Accounts payable and accrued expenses	\$ 381,597	\$ 267,622
Tithe payable		30,947
Deferred revenue	598,941	232,437
Notes payable	5,051,637	5,009,636
	<u>5,051,637</u>	<u>5,009,636</u>
Total liabilities	<u>6,032,175</u>	<u>5,540,642</u>
Net assets:		
Without donor restrictions	5,799,877	7,415,767
With donor restrictions	712,714	
	<u>712,714</u>	<u>7,415,767</u>
Total net assets	<u>6,512,591</u>	<u>7,415,767</u>
Total liabilities and net assets	<u>\$ 12,544,766</u>	<u>\$ 12,956,409</u>

The accompanying notes are an integral part of these consolidated financial statements.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

CONSOLIDATED STATEMENTS OF ACTIVITIES

	Year ended June 30, 2019			Year ended June 30, 2018		
	Without donor restrictions	With donor restrictions	Total	Without donor restrictions	With donor restrictions	Total
Support and revenues:						
Private support:						
Contributions and private grants	\$ 697,796	\$ 712,714	\$ 1,410,510	\$ 826,171	\$	\$ 826,171
Donated services and materials	106,910		106,910	93,266		93,266
Special events, net of expenses of \$84,343 and \$59,972 for 2019 and 2018, respectively	350,480		350,480	306,651		306,651
Total private support	1,155,186	712,714	1,867,900	1,226,088		1,226,088
Governmental support:						
Federal and state awards	798,196		798,196	668,845		668,845
Total governmental support	798,196		798,196	668,845		668,845
Other operating revenues:						
Sale of houses	1,428,000		1,428,000	2,161,600		2,161,600
Mortgage loan discount amortization	57,801		57,801	539,979		539,979
Investment in joint ventures	38,200		38,200	115,116		115,116
ReStore sales	1,018,389		1,018,389	1,027,079		1,027,079
Gain on termination of joint venture				555,593		555,593
Other	83,826		83,826	9,003		9,003
Total other operating rev	2,626,216		2,626,216	4,408,370		4,408,370
Total support and revenues	4,579,598	712,714	5,292,312	6,303,303		6,303,303
Expenses:						
Program services:						
Housing and community engagement	4,570,310		4,570,310	6,189,190		6,189,190
ReStore	796,992		796,992	725,804		725,804
Total program services	5,367,302		5,367,302	6,914,994		6,914,994
Supporting services:						
Management and general	508,597		508,597	433,099		433,099
Fundraising	319,589		319,589	306,931		306,931
Total supporting services	828,186		828,186	740,030		740,030
Total expenses	6,195,488		6,195,488	7,655,024		7,655,024
Change in net assets	(1,615,890)	712,714	(903,176)	(1,351,721)		(1,351,721)
Net assets, beginning of year	7,415,767		7,415,767	8,767,488		8,767,488
Net assets, end of year	\$ 5,799,877	\$ 712,714	\$ 6,512,591	\$ 7,415,767	\$	\$ 7,415,767

The accompanying notes are an integral part of these consolidated financial statements.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

CONSOLIDATED STATEMENTS OF CASH FLOWS

	Year ended June 30,	
	2019	2018
Cash flows from operating activities:		
Change in net assets	\$ (903,176)	\$ (1,351,721)
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:		
Depreciation and amortization	73,234	97,533
Gain on termination of joint venture		(555,593)
Amortization of discounts on mortgages receivable, net	656,855	603,098
Write-off of discounts for mortgages sold		(480,884)
Transfers to homeowners in return for mortgages	(1,942,240)	(2,161,600)
Payments on mortgages from homeowners	203,862	189,036
Sale of mortgages		735,724
Loss on sale of mortgages		81,747
Investment income in joint ventures	(25,352)	(110,264)
Changes in assets and liabilities:		
(Increase) decrease in:		
Escrow and security deposits	40,519	(99,433)
Grants and other receivables	(70,554)	210,182
Prepaid expenses	(9,282)	8,763
Houses available for sale	16,611	1,903,444
Houses under construction	583,991	146,958
ReStore inventory	16,190	13,063
Increase (decrease) in:		
Accounts payable and accrued expenses	113,975	25,290
Tithe payable	(30,947)	12,418
Deferred revenue	366,504	133,355
Net cash used by operating activities	<u>(909,810)</u>	<u>(598,884)</u>
Cash flows from investing activities:		
Distributions received from joint venture	38,200	46,506
Investment in joint venture		(1,285,056)
Purchase of property, land and equipment	(111,810)	(9,083)
Net cash used by investing activities	<u>(73,610)</u>	<u>(1,247,633)</u>
Cash flows from financing activities:		
Proceeds from loan payable		1,892,285
Reimbursement of debt issuance costs	5,706	
Debt issuance costs		(220,947)
Repayments on notes payable		(3,700)
Net cash provided by financing activities	<u>5,706</u>	<u>1,667,638</u>
Net decrease in cash and cash equivalents	(977,714)	(178,879)
Cash and cash equivalents, beginning of year	<u>2,217,786</u>	<u>2,396,665</u>
Cash and cash equivalents, end of year	<u>\$ 1,240,072</u>	<u>\$ 2,217,786</u>

Supplemental Schedule of Non-Cash Investing and Financing Activities

Termination of joint venture agreement by exercise of put option	<u>\$</u>	<u>\$ 3,202,438</u>
Cancellation of note payable related to terminated joint venture agreement	<u>\$</u>	<u>\$ 3,758,031</u>

Supplemental Cash Flow Information

Cash paid for interest	<u>\$ 61,788</u>	<u>\$ 59,764</u>
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The accompanying notes are an integral part of these consolidated financial statements.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

CONSOLIDATED STATEMENTS OF FUNCTIONAL EXPENSES

Years Ended June 30, 2019 and 2018

	Program services						Supporting services						Total program and supporting services	
	Housing and Community Engagement		ReStore		Total program services		Management and general		Fundraising		Total supporting services		2019	2018
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018		
Salaries and wages	\$ 722,761	\$ 699,455	\$ 284,025	\$ 282,795	\$ 1,006,786	\$ 982,250	\$ 125,881	\$ 141,211	\$ 245,856	\$ 232,582	\$ 371,737	\$ 373,793	\$ 1,378,523	\$ 1,356,043
Payroll taxes and employee benefits	235,897	240,358	103,382	77,444	339,279	317,802	96,369	98,745	70,122	69,110	166,491	167,855	505,770	485,657
Total salaries and related expenses	958,658	939,813	387,407	360,239	1,346,065	1,300,052	222,250	239,956	315,978	301,692	538,228	541,648	1,884,293	1,841,700
Construction costs	2,348,765	4,085,398			2,348,765	4,085,398							2,348,765	4,085,398
Tithe	113,603	136,244			113,603	136,244							113,603	136,244
Office	11,230	13,045			11,230	13,045	64,291	53,511			64,291	53,511	75,521	66,556
Postage	3,364	4,747			3,364	4,747			1,610	4,043	1,610	4,043	4,974	8,790
Telephone and utilities	31,690	24,319			31,690	24,319	16,059	16,778			16,059	16,778	47,749	41,097
Insurance	23,802	28,714			23,802	28,714							23,802	28,714
Real estate taxes	141,260	104,305			141,260	104,305							141,260	104,305
Interest expense	61,788	59,764			61,788	59,764							61,788	59,764
Professional fees	113,991	55,413			113,991	55,413	130,821	91,055	2,001	1,196	132,822	92,251	246,813	147,664
Depreciation and amortization	45,861	74,530	4,077	5,067	49,938	79,597	23,296	17,936			23,296	17,936	73,234	97,533
Discounts on mortgages	714,656	662,193			714,656	662,193							714,656	662,193
Facilities expenses	1,642	705	303,095	296,153	304,737	296,858							304,737	296,858
Marketing and other expenses			83,592	44,305	83,592	44,305							83,592	44,305
Donation pickup expense			18,821	20,040	18,821	20,040							18,821	20,040
Miscellaneous							51,880	13,863			51,880	13,863	51,880	13,863
Total expenses	<u>\$ 4,570,310</u>	<u>\$ 6,189,190</u>	<u>\$ 796,992</u>	<u>\$ 725,804</u>	<u>\$ 5,367,302</u>	<u>\$ 6,914,994</u>	<u>\$ 508,597</u>	<u>\$ 433,099</u>	<u>\$ 319,589</u>	<u>\$ 306,931</u>	<u>\$ 828,186</u>	<u>\$ 740,030</u>	<u>\$ 6,195,488</u>	<u>\$ 7,655,024</u>

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

1. Nature of the Organization

Paterson Habitat for Humanity, Inc. and Subsidiary (PHFH), an affiliate of Habitat for Humanity International, was organized as a not-for-profit corporation under the laws of the State of New Jersey in 1984 with the mission of eliminating poverty housing from Passaic County, New Jersey, and to make decent, affordable shelter for all people throughout the world a matter of conscience. As such, PHFH builds and sells Energy Star certified, quality affordable housing to low-income qualified homeowners, primarily in the City of Paterson, New Jersey. Eligible homeowners generally are families living in substandard housing who are unable to secure adequate housing by conventional means. Contribution of money and materials are the principal funding sources of PHFH operations. Volunteer labor is also central to PHFH's ability to build new homes and offer them to qualified families at affordable prices through zero-interest mortgages.

When PHFH began operating in 1984, eligible homeowner incomes were adequate to purchase homes at PHFH's cost. Since the 1990's, PHFH's building costs have increased far more rapidly than the income of eligible homeowners. Therefore, in order to provide affordable housing to eligible buyers, PHFH subsidizes the sale of each house. Because homes currently are sold for an amount below actual cost, fundraising and volunteer services must provide the financial resources for the subsidy.

PHFH seeks to not only raise living standards for families through homeownership, but also to revitalize neighborhoods and communities. PHFH's financial counseling and mentoring programs address personal debt and money management issues for homeowner families, and continues to excel in foreclosure prevention with only ten foreclosures in its 30-year plus history. Finally, limited resources are directed to carefully selected community programs to support safe streets, effective public education, and other goals that affect the quality of life for Habitat homeowner families and their neighbors.

Beginning in May 2012, PHFH opened the ReStore to sell used goods and construction materials to help raise additional revenue which is used to further the mission of PHFH.

2. Summary of significant accounting policies

This summary of significant accounting policies of Paterson Habitat for Humanity, Inc. and Subsidiary is presented to assist in understanding PHFH's consolidated financial statements. The consolidated financial statements and notes are representations of PHFH's management, which is responsible for their integrity and objectivity. These accounting policies conform to accounting principles generally accepted in the United States of America as promulgated in *FASB Accounting Standards Codification* (the Codification) and have been consistently applied in the preparation of the consolidated financial statements.

New accounting pronouncement

During fiscal year 2019, the PHFH adopted Accounting Standards Update (ASU) 2016-14, *Not-for-Profit Entities (Topic 958) – Presentation of Financial Statements of Not-for-Profit Entities*. This guidance is intended to improve the net asset classification requirements and the information presented in the financial statements and notes about a not-for-profit entity's liquidity, financial performance, and cash flows. Main provisions of this guidance include: presentation of two classes of net assets versus the previously required three; recognition of capital gifts for construction as a net asset without donor restrictions when the associated long-lived asset is placed in service; and recognition of underwater endowment funds as a reduction in net assets with donor restrictions. The guidance also enhances disclosures for board designated amounts, composition of net assets without donor restrictions, liquidity, and expenses by both their natural and functional classification.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

2. Summary of significant accounting policies (continued)

New accounting pronouncement (continued)

As a result of the adoption of ASU, net assets as of June 30, 2018, were reclassified as follows:

	ASU Classifications		Total net assets
	Without donor restrictions	With donor restrictions	
Net asset classifications			
As previously presented:			
Unrestricted	\$ 7,415,767	\$	\$ 7,415,767
Temporarily restricted			
Permanently restricted			
Total net assets	<u>\$ 7,415,767</u>	<u>\$</u>	<u>\$ 7,415,767</u>

Principles of consolidation

The consolidated financial statements include the accounts of Paterson Habitat for Humanity, Inc. and Paterson Habitat ReStore, LLC. ReStore is a wholly-owned subsidiary of PHFH. All material intercompany balances and transactions have been eliminated in consolidation.

Basis of presentation

The financial statements of the Organization have been prepared in accordance with U.S. generally accepted accounting principles (U.S. GAAP), which require the Organization to report information regarding its financial position and activities according to the following net asset classifications:

Net assets without donor restrictions - Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Organization. These net assets may be used at the discretion of the Organization's management and the board of directors.

Net assets with donor restrictions - Net assets subject to stipulations imposed by donors, and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Organization or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Donor restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the statement of activities.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

2. Summary of significant accounting policies (continued)

Measure of operations

The statement of activities reports all changes in net assets, including changes in net assets from operating and non-operating activities. Operating activities consist of those items attributable to the Organization's ongoing services and interest and dividends earned on investments. Non-operating activities are limited to resources that generate return from investments and other activities considered to be of a more unusual or nonrecurring nature.

Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash and cash equivalents

Cash and cash equivalents consists of demand deposit accounts, which are highly liquid financial instruments with maturities of three months or less. Cash does not include amounts held in escrow, such as potential homeowner's funds held pending closing of the unit.

Escrows and security deposits

PHFH maintains escrow and security deposits on behalf of homeowners. These accounts are used to collect homeowner deposits to be used to pay escrow expenses (such as property taxes and homeowners' insurance premiums), and for the payment of maintenance expenses on property that share common facilities.

Sale of houses/mortgages receivable

Sale of houses is recognized when the home is complete and risk of ownership has transferred to the new homeowner. Mortgages from homeowners do not bear interest and generally have a maximum life of up to 30 years. Required monthly repayments are calculated on a level payment basis. PHFH discounts the mortgages received each accounting period using an interest rate stipulated by Habitat for Humanity International, Inc. (HFHI). This practice facilitates the combining of all Subsidiary consolidated financial statements by HFHI. Discounting has no effect on the cash flows of PHFH. Mortgage discounts are amortized to income on a straight-line basis over the life of the underlying mortgages.

PHFH reviews mortgages receivable for collectability based on previous experience and determinations by management and the Board of Directors. In management's opinion, the collateral is sufficient to realize the mortgages receivable without any allowance.

Grants and other receivables

Financial assistance received from federal, state, and local governmental entities in the form of grants are recognized on a cost reimbursement basis and are recorded in federal and state awards on the consolidated statements of activities and changes in net assets. Grants receivable from government agencies are periodically reviewed by management for collectability. The balance of grants receivable has been determined to be collectible. Therefore, no allowance has been recorded.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

2. Summary of significant accounting policies (continued)

Houses available for sale and under construction

Houses available for sale are stated at cost.

Houses under construction consists of material, labor, and equipment costs related to home construction such as indirect labor, supplies, and tool costs. These costs are recorded as houses under construction on the consolidated statements of financial position as they are incurred. Land costs are included in houses under construction and are stated at the lower of cost or the fair value at the date of purchase. Also included in land costs are any costs incurred in development. When homes are sold, the corresponding costs are then expensed in the consolidated statements of activities and changes in net assets as program services under the caption construction costs.

Property, land, and equipment

Property, land, and equipment purchased are stated at cost. Replacements, betterments, and additions to property, land, and equipment are capitalized. PHFH capitalizes all property, land, and equipment with a value of \$5,000 or greater that extend the useful life of the asset. Depreciation and amortization of buildings, equipment, furnishings, and improvements are provided on a straight-line basis over their estimated useful lives:

Building and improvements	15 - 39 years
Construction equipment	5 - 10 years
Furniture and equipment	3 - 10 years
Vehicles	2 - 10 years

Donations of property, land, and equipment are recorded as contributions at the fair value of the asset, based on values of comparable assets, at the date of the gift. Such donations are reported as contributions without donor restrictions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property, land, and equipment are reported as contributions with donor restrictions.

Investment in joint ventures

PHFH accounts for its investment in joint ventures under the equity method. Under the equity method of accounting the PHFH's share of net income (loss) of the joint venture is recognized as income from investment in joint ventures on the PHFH's consolidated statements of activities, and distributions received from the joint ventures are treated as a reduction of the investment account.

Deferred financing fees

Deferred financing fees represent costs incurred related to the issuance of New Market Tax Credit notes payable. During the year ended June 30, 2018, PHFH adopted FASB guidance regarding the presentation on the balance sheet of the costs of issuance of debt and related amortization expense in the statement of activities. The new guidance requires presenting such unamortized cost as a direct reduction from the face amount of the debt on the balance sheet. Amortization of those costs is provided on the straight-line method over the remaining term of the applicable indebtedness (3 - 29 years). Amortization expense for the years ended June 30, 2019 and 2018 was \$36,294 and \$63,743, respectively.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

2. Summary of significant accounting policies (continued)

Deferred revenue

Deferred revenue represents revenues received in advance not yet earned.

Grant revenues, contributions, and restrictions

PHFH receives some of its grant revenues from the federal, state, county, and city agencies. Revenue from grants is recognized upon performance of the granting activity and recognition of the related program expenditures. Amounts received from granting agencies in excess of expenditures incurred to date are recorded as deferred revenue.

Any of the funding sources, may at their discretion perform an audit which could result in the return of funds, as a result of non-compliance by PHFH with the terms of the grant agreements. No provision has been made for any liabilities that may arise from such audits since the amounts, if any, cannot be determined at this date.

Contributions, including unconditional pledges received are recorded as net assets without donor restrictions or net assets with donor restrictions, depending on the existence and/or nature of any donor-imposed restrictions. Conditional pledges are recognized when the conditions on which they depend are substantially met. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

Contributed property and equipment are recorded at fair value at the date of donation. Contributions with donor-imposed stipulations regarding how long the contributed assets must be used are recorded as net assets with donor restrictions; otherwise, the contributions are recorded as net assets without donor restrictions.

Donated services

Amounts are reported in the consolidated financial statements for voluntary donations of services when those services create or enhance non-financial assets or require specialized skills provided by individuals possessing those skills and which would typically be purchased if not provided by donation. Donated materials and services are recorded as contributions at their estimated fair value at the date of donation.

Numerous volunteers donate their time to PHFH program services and fundraising activities during the year. These services are not reflected in the consolidated financial statements since these services do not require specialized skills. Volunteers worked approximately 20,325 and 29,840 hours for the years ended June 30, 2019 and 2018, respectively.

Estimates

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

2. Summary of significant accounting policies (continued)

Functional allocation of expenses

The costs of providing various programs and support services have been summarized on a functional basis in the consolidated statement of activities and in the consolidated statement of functional expenses. Accordingly, natural expenses attributable to more than one functional expense category are allocated using a variety of cost allocation techniques such as time and effort and square footage.

Reclassifications

Certain amounts in the fiscal year 2018 financial statements have been reclassified to conform to the fiscal year 2019 financial statement presentation.

Income taxes

PHFH is a tax-exempt organization as defined by Section 501(c)(3) of the Internal Revenue Code, though it is subject to tax on income unrelated to its exempt purpose, unless that income is otherwise excluded by the Code. The Organization has processes presently in place to ensure the maintenance of its tax-exempt status; to identify and report unrelated income; to determine its filing and tax obligations in jurisdictions for which it has nexus; and to identify and evaluate other matters that may be considered tax positions. The Organization has determined that there are no material uncertain tax positions that require recognition or disclosure in the financial statements.

ReStore is a single member LLC of PHFH, and as such is not required to file a tax return.

3. Concentrations of credit risk

Financial instruments that potentially subject PHFH to credit risk consist principally of cash and cash equivalents, mortgages receivable, and grants and other receivables. PHFH maintains its cash and cash equivalents in bank deposit accounts and money market accounts, the balances of which, at times, may exceed federally insured limits. Exposure to credit risk is reduced by placing such deposits in high quality financial institutions. Concentration of credit risk with respect to mortgages receivable is reduced since PHFH holds the trust deeds as security on the mortgages. Concentration of credit risk with respect to grants and other receivables is limited due to the fact that the grants and other receivables are mainly derived from governmental agencies and have short payment periods.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

4. Availability and liquidity

The following represents the Organization's financial assets at June 30, 2019:

Financial assets at year end

Cash	\$ 1,240,072
Mortgages receivable, one year or less	150,394
Grants and other receivables, one year or less	<u>272,031</u>
Total financial assets	<u>1,662,497</u>

Less amounts not available to be used within one year:

Net assets with donor restrictions	712,714
Less net assets with purpose restrictions to be met in less than a year	<u>(712,714)</u>
	<u>-</u>

Financial assets available to meet cash needs for general expenditures within one year	<u>\$ 1,662,497</u>
---	---------------------

The Organization's goal is generally to maintain financial assets to meet 90 days of operating expenses, net of in-kind (approximately \$1,500,000). As part of its liquidity plan, excess cash is invested in short-term investments, including money market accounts and certificates of deposit.

The Organization also has lines of credits available to meet short-term needs. See note 8 for information about these arrangements.

5. Mortgages receivable

Mortgages receivable consists of non-interest bearing mortgages that are collateralized by the houses. Mortgages on houses sold during the years ended June 30, 2019 and 2018 were discounted at the HFHI stipulated interest rate of 7.66% and 7.57%, respectively.

	<u>2019</u>	<u>2018</u>
Face value of mortgages	\$ 5,051,649	\$ 3,313,271
Less unamortized discount	<u>1,813,423</u>	<u>1,156,568</u>
Mortgages receivable, net	<u>\$ 3,238,226</u>	<u>\$ 2,156,703</u>

A provision for impairment of loans has not been recorded since PHFH holds the trust deeds as security on the mortgages.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

6. Property, land, and equipment

Property, land, and equipment consist of the following:

	<u>2019</u>	<u>2018</u>
Building, land, and improvements	\$ 460,380	\$ 407,695
Construction equipment	52,773	64,773
Furniture and equipment	21,552	38,192
Vehicles	<u>55,866</u>	<u>10,775</u>
	590,571	521,435
Less accumulated depreciation	<u>209,738</u>	<u>215,473</u>
	<u>\$ 380,833</u>	<u>\$ 305,962</u>

Depreciation expense for the years ended June 30, 2019 and 2018 was \$36,940 and \$33,790, respectively.

7. Investments in joint ventures

In November 2010, PHFH entered into a joint venture agreement, along with five other Habitat Affiliates, with HFHI-SA Leverage VII, LLC ("Joint Venture") in order to receive funding from U.S. Bancorp Community Development Corp. (USBCDC) to financially assist PHFH and five other Habitat Affiliates, with building new low-income housing in the neighborhoods they individually serve. USBCDC contributed these funds to PHFH and five Habitat Affiliates in order to take advantage of New Markets Tax Credits (NMTC). PHFH transferred property, with an aggregate value of \$2,824,434, as an initial contribution to obtain a 17.14% ownership interest in the joint venture. In addition to investing in the joint venture, the PHFH was able to secure a 15 year loan payable in the amount of \$3,758,031 with HFHI-SA NMTC IV, LLC (a community development entity). Embedded in this transaction was a put option feature that was exercised by PHFH in January 2018 that enabled PHFH to terminate the transaction. PHFH surrendered its interest in the joint venture which at the time totaled \$3,202,438 and the loan payable of \$3,758,031 was fully forgiven. As a result of the exercise of the put option, a gain of \$555,593 was recognized during the year ended June 30, 2018.

In December 2013, PHFH entered into a joint venture agreement, along with two other Habitat Affiliates, with NFH Northeast 1 Leverage Lender, LLC ("Joint Venture") in order to receive funding from Citibank (CITI) to financially assist PHFH and the two Habitat Subsidiaries with building new low-income housing in the neighborhoods they individually serve. CITI contributed these funds to PHFH and two Habitat Affiliates in order to take advantage of New Market Tax Credits (NMTC). PHFH transferred property, with an aggregate value of \$2,535,500, as an initial capital contribution to obtain a 44.70% ownership interest in the joint venture. In addition to investing in the joint venture, the PHFH was able to secure a 30 year loan payable in the amount of \$3,504,640 with CITI NMTC Subsidiary XVI, LLC (a community development entity). In July 2020, PHFH has the ability to exercise a put option, which would enable PHFH to terminate this transaction or, if the put option is not exercised, PHFH would be fully forgiven of the total amount of the loan payable at the end of the 30 year period.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

7. Investments in joint ventures (continued)

In April 2018, PHFH entered into a joint venture agreement, along with four other Habitat Affiliates, with HFHI NMTC Leverage Lender 2018, LLC ("Joint Venture") in order to receive funding from U.S. Bancorp Community Development Corp. (USBCDC) to financially assist PHFH and the four Habitat Subsidiaries with building new low-income housing in the neighborhoods they individually serve. USBCDC contributed these funds to PHFH and four Habitat Affiliates in order to take advantage of New Market Tax Credits (NMTC). PHFH transferred property, with an aggregate value of \$1,285,056 as an initial capital contribution to obtain a 21.84% ownership interest in the joint venture. In addition to investing in the joint venture, the PHFH was able to secure a 30 year loan payable in the amount of \$1,892,285 with HFHI NMTC SUB-CDE III, LLC (a community development entity). In April 2025, PHFH has the ability to exercise a put option, which would enable PHFH to terminate this transaction or, if the put option is not exercised, PHFH would be fully forgiven of the total amount of the loan payable at the end of the 30 year period.

Under the terms of each new market tax credit joint ventures, the PHFH is required to build one home per year in the City of Paterson for the next seven years.

The table below sets forth a summary of changes in the investment in joint ventures:

	<u>2019</u>	<u>2018</u>
Balance at July 1	\$ 3,818,055	\$ 5,671,679
Income from investment in joint venture	25,352	110,264
Distributions received from joint venture	(38,200)	(46,506)
New joint venture investment		1,285,056
Exercise of put option to terminate joint venture		(3,202,438)
	<u> </u>	<u> </u>
Balance at June 30	<u>\$ 3,805,207</u>	<u>\$ 3,818,055</u>

8. Lines of credit

PHFH has an available secured line of credit with Columbia Bank in the amount of \$500,000. The line of credit is collateralized by the administrative office of PHFH. Interest is payable monthly at the bank's prime rate less 2.00% not to fall below 4.00%. The effective interest rate as of June 30, 2019 and 2018 was 5.50% and 5.00%, respectively. The line of credit matures in December 2019. There were no borrowings against the line during either of the years ended June 30, 2019 or 2018 and there are no commitment fees on unused balances.

PHFH has an available unsecured line of credit with Valley National Bank in the amount of \$500,000. Interest is payable monthly at the bank's prime rate as published in the Wall Street Journal. The effective interest rate as of June 30, 2019 and 2018 was 6.375% and 5.875%, respectively. The line of credit expired in January 2019 and is currently being renewed for another one year term. There were no borrowings against the line during either of the years ended June 30, 2019 or 2018 and there are no commitment fees on unused balances.

PHFH has an available unsecured line of credit with Atlantic Stewardship Bank in the amount of \$750,000. Interest is payable monthly at the bank's prime rate as published in the Wall Street Journal. The effective interest rate as of June 30, 2019 and 2018 was 6.00% and 5.50%, respectively. The line of credit matures in July 2020. There were no borrowings against the line during either of the years ended June 30, 2019 or 2018 and there are no commitment fees on unused balances.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

9. Notes payable

Notes payable consist of the following at June 30:

	<u>2019</u>	<u>2018</u>
Note payable due to a community development entity (HFHI NMTC SUB-CDE III, LLC). Debt requires interest only payments until April 2025 at .068%. The loan matures in April 2048. The loan is secured by substantially all the assets acquired by PHFH from the project loan proceeds. The note is subject to certain financial and non-financial covenants. Embedded in the note payable agreement is a put option feature that is exercisable in April 2025. Under the terms of the put option agreement, HFHI NMTC Leverage Lender 2018, LLC, is expected to purchase the ownership interest. Exercise of the option will effectively allow PHFH to extinguish its outstanding debt owed to HFHI NMTC SUB-CDE III, LLC. The value of the put option is not material to the consolidated financial statements and therefore is not recorded in the books and records. (See Note 7)	\$ 1,892,285	\$ 1,892,285
Note payable due to a community development entity (Citi NMTC Subsidiary XVI, LLC). Debt requires interest only payments until June 2020 at 1.03%. The loan matures in January 2043. The loan is secured by substantially all the assets acquired by PHFH from the project loan proceeds. The note is subject to certain non-financial covenants. Embedded in the note payable agreement is a put option feature that is exercisable in July 2020. Under the terms of the put option agreement, HFH Northeast 1 Leverage Lender, LLC, is expected to purchase the ownership interest. Exercise of the option will effectively allow PHFH to extinguish its outstanding debt owed to HFH NMTC Investment Fund, LLC. The value of the put option is not material to the consolidated financial statements and therefore is not recorded in the books and records. (See Note 7)	<u>3,504,640</u>	<u>3,504,640</u>
Unamortized deferred financing fees	<u>5,396,925</u> <u>(345,288)</u>	<u>5,396,925</u> <u>(387,289)</u>
Notes payable	<u>\$ 5,051,637</u>	<u>\$ 5,009,636</u>

No annual principal payments are due during the next five years and in total thereafter under the aforementioned borrowings.

Interest expense for the years ended June 30, 2019 and 2018 was \$61,788 and \$59,764, respectively.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

10. Sale of mortgages

During the year ended June 30, 2018, PHFH sold mortgages to a local financial institution for 90% of the outstanding face value of \$817,471; therefore, there was a loss of \$81,747 on the transaction. The sale of mortgages resulted in the reversal of \$480,884 of previously recorded mortgage discount expense. The \$480,884 is included in mortgage loan discount amortization revenue in the consolidated statement of activities and changes in net assets.

There were no sale of mortgages during the year ended June 30, 2019.

11. Retirement plan

During the year ended June 30, 2018, PHFH established a defined contribution plan for the benefit of its employees. The plan is administered by an independent pension administrator and is an employer/employee contribution based plan where PHFH will match 4% of an employee's annual compensation while they are actively contributing to the plan. Employees are vested upon three years of service. Total retirement plan contributions for the years ended June 30, 2019 and 2018 amounted to \$46,764 and \$52,887, respectively.

12. Commitments

In August 2018, PHFH amended the existing lease for an operating facility in Wayne, NJ for the PHFH ReStore. The lease was extended for five additional years through March 31, 2024. Under the conditions of the lease agreement, PHFH is responsible for its monthly rent and its pro-rata share of the property's real estate taxes and operating expenses. Total rent and common area maintenance charges paid for the years ended June 30, 2019 and 2018 was \$251,937 and \$252,333, respectively.

Future minimum lease payments for the remaining term of the lease are as follows:

Year ending June 30:	
2020	\$ 278,000
2021	278,000
2022	278,000
2023	278,000
2024	<u>208,500</u>
	<u>\$ 1,320,500</u>

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

13. Fundraising events

The Organization sponsored several events during the year ended June 30, 2019 and 2018 to raise additional funds for its activities. The events and the net income derived are as follows:

	2019		
	<u>Income</u>	<u>Expenses</u>	<u>Net</u>
Annual dinner and journal	\$ 63,142	\$ 22,813	\$ 40,329
Corporate challenge	320,294	55,459	264,835
Other special events	<u>51,387</u>	<u>6,071</u>	<u>45,316</u>
	<u>\$ 434,823</u>	<u>\$ 84,343</u>	<u>\$ 350,480</u>
	2018		
	<u>Income</u>	<u>Expenses</u>	<u>Net</u>
Annual dinner and journal	\$ 79,281	\$ 20,525	\$ 58,756
Corporate challenge	255,601	31,940	223,661
Other special events	<u>31,741</u>	<u>7,507</u>	<u>24,234</u>
	<u>\$ 366,623</u>	<u>\$ 59,972</u>	<u>\$ 306,651</u>

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

14. Net assets

Net assets were as follows for the years ended June 30:

	2019			2018		
	<u>Without donor restrictions</u>	<u>With donor restrictions</u>	<u>Total</u>	<u>Without donor restrictions</u>	<u>With donor restrictions</u>	<u>Total</u>
Undesignated	\$5,799,877	\$	\$5,799,877	\$7,415,767	\$	\$7,415,767
Hamilton 7 & Beyond		712,714	712,714			
Total net assets	<u>\$5,799,877</u>	<u>\$ 712,714</u>	<u>\$6,512,591</u>	<u>\$7,415,767</u>	<u>\$</u>	<u>\$7,415,767</u>

The Organization ran a campaign during the year called Hamilton 7 & Beyond, to raise funds to accelerate the development of twenty-three affordable housing units and fund community revitalization efforts in the Organization's focus area in the 4th Ward of Paterson, New Jersey. Donations were solicited for these specific purposes from various corporate and individual donors. An amount of \$712,714 was collected during the year and earmarked for this project. As of June 30, 2019, the construction is underway on five of the homes. The program is expected to be completed over the next two fiscal years.

15. Subsequent events

Subsequent events have been evaluated through November 4, 2019, which is the date the consolidated financial statements were available to be issued. The Organization is not aware of any material subsequent events.

INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

To The Board of Directors
Paterson Habitat for Humanity, Inc. and Subsidiary
Paterson, New Jersey

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the consolidated financial statements of Paterson Habitat for Humanity, Inc. and Subsidiary, which comprise the consolidated balance sheets as of June 30, 2019, and the related consolidated statements of activities, cash flows and functional expenses, for the year then ended, and the related notes to the consolidated financial statements, and have issued our report thereon dated November 4, 2019. The financial statements of Paterson Habitat ReStore, LLC were not audited in accordance with Government Auditing Standards and, accordingly, this report does not include reporting on internal control over financial reporting or instances of reportable non-compliance associated with Paterson Habitat ReStore, LLC.

Internal Control over Financial Reporting

In planning and performing our audit of the consolidated financial statements, we considered Paterson Habitat for Humanity, Inc. and Subsidiary's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the consolidated financial statements, but not for the purpose of expressing an opinion on the effectiveness of Paterson Habitat for Humanity, Inc. and Subsidiary's internal control. Accordingly, we do not express an opinion on the effectiveness of Paterson Habitat for Humanity, Inc. and Subsidiary's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's consolidated financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether Paterson Habitat for Humanity, Inc. and Subsidiary's consolidated financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Dorfman Abrams Incis, LLC

Saddle Brook, New Jersey

November 4, 2019



***CONSOLIDATED FINANCIAL STATEMENTS
WITH INDEPENDENT AUDITORS' REPORT***

YEARS ENDED JUNE 30, 2018 AND 2017

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INDEPENDENT AUDITORS' REPORT

To The Board of Directors
Paterson Habitat for Humanity, Inc. and Subsidiary
Paterson, New Jersey

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of Paterson Habitat for Humanity, Inc. and Subsidiary, which comprise the consolidated statements of financial position as of June 30, 2018 and 2017, and the related consolidated statements of activities and changes in net assets, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement. The financial statements of Paterson Habitat ReStore, LLC were not audited in accordance with *Government Auditing Standards*.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of Paterson Habitat for Humanity, Inc. and Subsidiary as of June 30, 2018 and 2017, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters:

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 15, 2018 on our consideration of Paterson Habitat for Humanity, Inc. and Subsidiary's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Paterson Habitat for Humanity, Inc. and Subsidiary's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Paterson Habitat for Humanity, Inc. and Subsidiary's internal control over financial reporting and compliance.

Dorfman Abrams Music, LLC

Saddle Brook, New Jersey

October 15, 2018

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

ASSETS

	June 30,	
	<u>2018</u>	<u>2017</u>
Cash and cash equivalents	\$ 2,217,786	\$ 2,396,665
Escrows and security deposits	196,969	97,536
Mortgages receivable, net	2,156,703	1,123,824
Grants and other receivables	201,477	411,659
Prepaid expenses	81,745	90,508
Houses available for sale	1,837,382	3,740,826
Houses under construction	2,065,741	2,212,699
ReStore inventory	74,589	87,652
Property, land, and equipment, net	305,962	330,669
Investment in joint ventures	3,818,055	5,671,679
	<u>3,818,055</u>	<u>5,671,679</u>
Total assets	<u>\$ 12,956,409</u>	<u>\$ 16,163,717</u>

LIABILITIES AND NET ASSETS

Liabilities:		
Accounts payable and accrued expenses	\$ 267,622	\$ 242,332
Tithe payable	30,947	18,529
Deferred revenue	232,437	99,082
Notes payable	5,009,636	7,036,286
	<u>5,009,636</u>	<u>7,036,286</u>
Total liabilities	<u>5,540,642</u>	<u>7,396,229</u>
Net assets:		
Unrestricted	7,415,767	8,767,488
	<u>7,415,767</u>	<u>8,767,488</u>
Total liabilities and net assets	<u>\$ 12,956,409</u>	<u>\$ 16,163,717</u>

The accompanying notes are an integral part of these consolidated financial statements.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

	Year ended June 30,	
	2018	2017
Support and revenues:		
Private support:		
Contributions and private grants	\$ 826,171	\$ 1,650,554
Donated services and materials	93,266	64,111
Special events, net of expenses of \$59,972 and \$56,981 for 2018 and 2017, respectively	306,651	329,410
Total private support	1,226,088	2,044,075
Governmental support:		
Federal and state awards	668,845	1,132,004
Total governmental support	668,845	1,132,004
Other operating revenues:		
Sale of houses	2,161,600	780,000
Mortgage loan discount amortization	539,979	48,308
Investment in joint ventures	110,264	110,264
ReStore sales	1,027,079	1,004,807
Gain on termination of joint venture	555,593	
Other	13,855	71,327
Total other operating revenues	4,408,370	2,014,706
Total support and revenues	6,303,303	5,190,785
Expenses:		
Program services:		
Housing and Community Engagement	6,189,190	3,665,952
ReStore	725,804	652,942
Total program services	6,914,994	4,318,894
Supporting services:		
Management and general	433,099	347,418
Fundraising	306,931	226,481
Total supporting services	740,030	573,899
Total expenses	7,655,024	4,892,793
Change in net assets	(1,351,721)	297,992
Net assets, beginning of year	8,767,488	8,469,496
Net assets, end of year	\$ 7,415,767	\$ 8,767,488

The accompanying notes are an integral part
of these consolidated financial statements.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

CONSOLIDATED STATEMENTS OF CASH FLOWS

	Year ended June 30,	
	2018	2017
Cash flows from operating activities:		
Change in net assets	\$ (1,351,721)	\$ 297,992
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:		
Depreciation and amortization	97,533	79,347
Gain on termination of joint venture	(555,593)	
Amortization of discounts on mortgages receivable, net	603,098	395,562
Write-off of discounts for mortgages sold	(480,884)	
Transfers to homeowners in return for mortgages	(2,161,600)	(780,000)
Payments on mortgages from homeowners	189,036	249,639
Sale of mortgages	735,724	
Loss on sale of mortgages	81,747	
Investment income in joint ventures	(110,264)	(110,264)
Changes in assets and liabilities:		
(Increase) decrease in:		
Escrow and security deposits	(99,433)	50,510
Grants and other receivables	210,182	(98,173)
Prepaid expenses	8,763	(13,490)
Houses available for sale	1,903,444	(857,640)
Houses under construction	146,958	(34,772)
ReStore inventory	13,063	(13,063)
Increase (decrease) in:		
Accounts payable and accrued expenses	25,290	24,929
Tithe payable	12,418	5,262
Deferred revenue	133,355	(253,628)
Net cash used by operating activities	<u>(598,884)</u>	<u>(1,057,789)</u>
Cash flows from investing activities:		
Distributions received from joint venture	46,506	53,464
Investment in joint venture	(1,285,056)	
Purchase of property, land and equipment	(9,083)	(6,100)
Net cash provided (used) by investing activities	<u>(1,247,633)</u>	<u>47,364</u>
Cash flows from financing activities:		
Proceeds from loan payable	1,892,285	
Debt issuance costs	(220,947)	
Repayments on notes payable	(3,700)	(8,817)
Net cash provided (used) by financing activities	<u>1,667,638</u>	<u>(8,817)</u>
Net decrease in cash and cash equivalents	(178,879)	(1,019,242)
Cash and cash equivalents, beginning of year	2,396,665	3,415,907
Cash and cash equivalents, end of year	<u>\$ 2,217,786</u>	<u>\$ 2,396,665</u>

Supplemental Schedule of Non-Cash Investing and Financing Activities

Termination of joint venture agreement by exercise of put option	<u>\$ 3,202,438</u>	<u>\$</u>
Cancellation of note payable related to terminated joint venture agreement	<u>\$ 3,758,031</u>	<u>\$</u>

Supplemental Cash Flow Information

Cash paid for interest	<u>\$ 59,764</u>	<u>\$ 64,289</u>
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The accompanying notes are an integral part of these consolidated financial statements.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2018 and 2017

1. Summary of significant accounting policies

This summary of significant accounting policies of Paterson Habitat for Humanity, Inc. and Subsidiary (PHFH) is presented to assist in understanding PHFH's consolidated financial statements. The consolidated financial statements and notes are representations of PHFH's management, which is responsible for their integrity and objectivity. These accounting policies conform to accounting principles generally accepted in the United States of America as promulgated in *FASB Accounting Standards Codification* (the Codification) and have been consistently applied in the preparation of the consolidated financial statements.

History and objective of PHFH

Paterson Habitat for Humanity, Inc. and Subsidiary, an affiliate of Habitat for Humanity International, was organized as a not-for-profit corporation under the laws of the State of New Jersey in 1984 with the mission of eliminating poverty housing from Passaic County, New Jersey, and to make decent, affordable shelter for all people throughout the world a matter of conscience. As such, PHFH builds and sells Energy Star certified, quality affordable housing to low-income qualified homeowners, primarily in the City of Paterson, New Jersey. Eligible homeowners generally are families living in substandard housing who are unable to secure adequate housing by conventional means. Contribution of money and materials are the principal funding sources of PHFH operations. Volunteer labor is also central to PHFH's ability to build new homes and offer them to qualified families at affordable prices through zero-interest mortgages.

When PHFH began operating in 1984, eligible homeowner incomes were adequate to purchase homes at PHFH's cost. Since the 1990's, PHFH's building costs have increased far more rapidly than the income of eligible homeowners. Therefore, in order to provide affordable housing to eligible buyers, PHFH subsidizes the sale of each house. Because homes currently are sold for an amount below actual cost, fundraising and volunteer services must provide the financial resources for the subsidy.

PHFH seeks to not only raise living standards for families through homeownership, but also to revitalize neighborhoods and communities. PHFH's financial counseling and mentoring programs address personal debt and money management issued for homeowner families, and continues to excel in foreclosure prevention with only ten foreclosures in its 30-year plus history. Finally, limited resources are directed to carefully selected community programs to support safe streets, effective public education, and other goals that affect the quality of life for Habitat homeowner families and their neighbors.

Beginning in May 2012, PHFH opened the ReStore to sell used goods and construction materials to help raise additional revenue which is used to further the mission of PHFH.

Principles of consolidation

The consolidated financial statements include the accounts of Paterson Habitat for Humanity, Inc. and Paterson Habitat ReStore, LLC. ReStore is a wholly-owned subsidiary of PHFH. All material intercompany balances and transactions have been eliminated in consolidation.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2018 and 2017

1. Summary of significant accounting policies (continued)

Basis of presentation

The accompanying consolidated financial statements have been prepared on the accrual basis of accounting in accordance with generally accepted accounting principles. Net assets, revenues, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of PHFH and changes therein are classified and reported as follows:

Unrestricted net assets - Net assets that are not subject to donor-imposed stipulations.

Temporarily restricted net assets - Net assets subject to donor-imposed stipulations that may or will be met, either by actions of PHFH and/or the passage of time. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions. PHFH had no temporarily restricted net assets at June 30, 2018 or 2017.

Permanently restricted net assets - Net assets subject to donor-imposed stipulations that they be maintained permanently by PHFH. Generally, the donors of these assets permit the PHFH to use all or part of the income earned on any related investments for general or specific purposes. PHFH had no permanently restricted net assets at June 30, 2018 or 2017.

Cash and cash equivalents

Cash consists of demand deposit accounts, which are highly liquid financial instruments with maturities of three months or less. Cash does not include amounts held in escrow, such as potential homeowner's monies pending closing.

Escrows and security deposits

PHFH maintains escrow and security deposits on behalf of homeowners. These accounts are used to collect homeowner deposits to be used to pay escrow expenses (such as property taxes and homeowners' insurance premiums), and for the payment of maintenance expenses on property that share common facilities.

Sale of houses/mortgages receivable

Sale of houses is recognized when the home is complete and risk of ownership has transferred to the new homeowner. Mortgages from homeowners do not bear interest and generally have a maximum life of up to 30 years. Required monthly repayments are calculated on a level payment basis. PHFH discounts the mortgages received each accounting period using an interest rate stipulated by Habitat for Humanity International, Inc. (HFHI). This practice facilitates the combining of all Subsidiary consolidated financial statements by HFHI. Discounting has no effect on the cash flows of PHFH. Mortgage discounts are amortized to income on a straight-line basis over the life of the underlying mortgages.

PHFH reviews mortgages receivable for collectability based on previous experience and determinations by management and the Board of Directors. In management's opinion, the collateral is sufficient to realize the mortgages receivable without any allowance.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2018 and 2017

1. Summary of significant accounting policies (continued)

Grants and other receivables

Financial assistance received from federal, state, and local governmental entities in the form of grants are recognized on a cost reimbursement basis and are recorded in federal and state awards on the consolidated statements of activities and changes in net assets. Grants receivable from government agencies are periodically reviewed by management for collectability. The balance of grants receivable has been determined to be collectible. Therefore, no allowance has been recorded.

Houses available for sale and under construction

Houses available for sale are stated at cost.

Houses under construction consists of material, labor, and equipment costs related to home construction such as indirect labor, supplies, and tool costs. These costs are recorded as houses under construction on the consolidated statements of financial position as they are incurred. Land costs are included in houses under construction and are stated at the lower of cost or the fair value at the date of purchase. Also included in land costs are any costs incurred in development. When homes are sold, the corresponding costs are then expensed in the consolidated statements of activities and changes in net assets as program services under the caption construction costs.

Property, land, and equipment

Property, land, and equipment purchased are stated at cost. Replacements, betterments, and additions to property, land, and equipment are capitalized. PHFH capitalizes all property, land, and equipment with a value of \$1,000 or greater that extend the useful life of the asset. Depreciation and amortization of buildings, equipment, furnishings, and improvements are provided on a straight-line basis over the estimated useful lives ranging from 5 to 39 years.

Donations of property, land, and equipment are recorded as contributions at the fair value of the asset, based on values of comparable assets, at the date of the gift. Such donations are reported as unrestricted contributions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property, land, and equipment are reported as temporarily restricted contributions.

Investment in joint ventures

PHFH accounts for its investment in joint ventures under the equity method. Under the equity method of accounting the PHFH's share of net income (loss) of the joint venture is recognized as income from investment in joint ventures on the PHFH's consolidated statements of activities, and distributions received from the joint ventures are treated as a reduction of the investment account.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2018 and 2017

1. Summary of significant accounting policies (continued)

Deferred financing fees

Deferred financing fees represent costs incurred related to the issuance of New Market Tax Credit notes payable. During the year ended June 30, 2018, PHFH adopted FASB guidance regarding the presentation on the statement of financial position of the costs of issuance of debt and related amortization expense in the statement of activities. The new guidance requires presenting such unamortized cost as a direct reduction from the face amount of the debt on the statement of financial position. Amortization of those costs is provided on the straight-line method over the remaining term of the applicable indebtedness (3 - 29 years). Amortization expense for the years ended June 30, 2018 and 2017 was \$63,743 and \$42,100, respectively.

Estimated amortization expense for each of the next five years ending June 30 is as follows:

Year ending June 30:	
2019	\$ 31,760
2020	31,760
2021	25,375
2022	18,989
2023	18,989
	<u>126,873</u>
	<u>\$ 126,873</u>

Deferred revenue

Deferred revenue represents revenues received in advance not yet earned.

Grant revenues, contributions, and restrictions

PHFH receives some of its grant revenues from the federal, state, county, and city agencies. Revenue from grants is recognized upon performance of the granting activity and recognition of the related program expenditures. Amounts received from granting agencies in excess of expenditures incurred to date are recorded as deferred revenue.

Any of the funding sources, may at their discretion perform an audit which could result in the return of funds, as a result of non-compliance by PHFH with the terms of the grant agreements. No provision has been made for any liabilities that may arise from such audits since the amounts, if any, cannot be determined at this date.

Contributions, including unconditional pledges, are recorded as made. All contributions are available for unrestricted use unless specifically restricted by the donor. Conditional pledges are recognized when the conditions on which they depend are substantially met. Donor-restricted contributions are reported as increases in temporarily or permanently restricted net assets depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets. Contributions with restrictions that are met in the same reporting period as they are received are reported as unrestricted support.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2018 and 2017

1. Summary of significant accounting policies (continued)

Donated services

Amounts are reported in the consolidated financial statements for voluntary donations of services when those services create or enhance non-financial assets or require specialized skills provided by individuals possessing those skills and which would typically be purchased if not provided by donation. Donated materials and services are recorded as contributions at their estimated fair value at the date of donation.

Numerous volunteers donate their time to PHFH program services and fundraising activities during the year. These services are not reflected in the consolidated financial statements since these services do not require specialized skills. Volunteers worked approximately 29,840 and 30,700 hours for the years ended June 30, 2018 and 2017, respectively.

Estimates

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Functional allocation of expenses

The costs of providing various programs and support services have been summarized on a functional basis in the consolidated statements of activities and in the consolidated statements of functional expenses. Accordingly, certain expenses have been allocated among the programs and supporting services based on management's best estimates.

Reclassifications

Certain 2017 amounts have been reclassified to conform to the 2018 presentation.

Income taxes

PHFH is a tax-exempt organization as defined by Section 501(c)(3) of the Internal Revenue Code. Accordingly, no provision for federal income tax has been made. PHFH is also exempt from state and local income taxes.

ReStore is a single member LLC of PHFH, and as such is not required to file a tax return.

Uncertain tax positions

As of June 30, 2018, management believes that based on evaluation of PHFH's tax positions that any liability as a result of uncertain tax positions would not be material. Management continually evaluates expiring statutes of limitations, changes in tax law, and new authoritative rulings to assist in evaluating PHFH's tax positions. Accrued interest and penalties associated with uncertain tax positions, if any, would be recognized as part of the income tax position. Income tax returns are filed in the U.S. federal jurisdiction and state jurisdictions. U.S. federal and state income tax returns prior to fiscal year 2014 are closed.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2018 and 2017

2. Risks and uncertainties

Financial instruments that potentially subject PHFH to credit risk consist principally of cash and cash equivalents, mortgage receivables, and grants and pledges receivable. PHFH maintains its cash and cash equivalents in bank deposit accounts and money market accounts, the balances of which, at times, may exceed federally insured limits. Concentration of credit risk with respect to mortgages receivable is reduced since PHFH holds the trust deeds as security on the mortgages. Exposure to credit risk is reduced by placing such deposits in high quality financial institutions. Concentration of credit risk with respect to grants and pledges receivable is limited due to the fact that the grant receivables are mainly derived from governmental agencies and that pledges receivable are mainly derived from established organizations and have short payment periods.

3. Mortgages receivable

Mortgages receivable consists of non-interest bearing mortgages that are collateralized by the houses. Mortgages on houses sold during the years ended June 30, 2018 and 2017 were discounted at the HFHI stipulated interest rate of 7.57% and 7.47%, respectively.

	<u>2018</u>	<u>2017</u>
Face value of mortgages	\$ 3,313,271	\$ 2,158,178
Less unamortized discount	<u>1,156,568</u>	<u>1,034,354</u>
Mortgages receivable, net	<u>\$ 2,156,703</u>	<u>\$ 1,123,824</u>

A provision for impairment of loans has not been recorded since PHFH holds the trust deeds as security on the mortgages.

4. Property, land, and equipment

Property, land, and equipment consist of the following:

	<u>2018</u>	<u>2017</u>
Building, land, and improvements	\$ 407,695	\$ 401,177
Construction equipment	64,773	77,225
Furniture and equipment	38,192	41,231
Vehicles	<u>10,775</u>	<u>22,969</u>
	521,435	542,602
Less accumulated depreciation	<u>215,473</u>	<u>211,933</u>
	<u>\$ 305,962</u>	<u>\$ 330,669</u>

Depreciation expense for the years ended June 30, 2018 and 2017 was \$33,790 and \$37,247, respectively.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2018 and 2017

5. Investments in joint ventures

In November 2010, PHFH entered into a joint venture agreement, along with five other Habitat Affiliates, with HFHI-SA Leverage VII, LLC ("Joint Venture") in order to receive funding from U.S. Bancorp Community Development Corp. (USBCDC) to financially assist PHFH and five other Habitat Affiliates, with building new low-income housing in the neighborhoods they individually serve. USBCDC contributed these funds to PHFH and five Habitat Affiliates in order to take advantage of New Markets Tax Credits (NMTC). PHFH transferred property, with an aggregate value of \$2,824,434, as an initial contribution to obtain a 17.14% ownership interest in the joint venture. In addition to investing in the joint venture, the PHFH was able to secure a 15 year loan payable in the amount of \$3,758,031 with HFHI-SA NMTC IV, LLC (a community development entity). Embedded in this transaction was a put option feature that was exercised by PHFH in January 2018 that enabled PHFH to terminate the transaction. PHFH surrendered its interest in the joint venture which at the time totaled \$3,202,438 and the loan payable of \$3,758,031 was fully forgiven. As a result of the exercise of the put option, a gain of \$555,593 was recognized.

In December 2013, PHFH entered into a joint venture agreement, along with two other Habitat Affiliates, with NFH Northeast 1 Leverage Lender, LLC ("Joint Venture") in order to receive funding from Citibank (CITI) to financially assist PHFH and the two Habitat Subsidiaries with building new low-income housing in the neighborhoods they individually serve. CITI contributed these funds to PHFH and two Habitat Affiliates in order to take advantage of New Market Tax Credits (NMTC). PHFH transferred property, with an aggregate value of \$2,535,500, as an initial capital contribution to obtain a 44.70% ownership interest in the joint venture. In addition to investing in the joint venture, the PHFH was able to secure a 30 year loan payable in the amount of \$3,504,640 with CITI NMTC Subsidiary XVI, LLC (a community development entity). In July 2020, PHFH has the ability to exercise a put option, which would enable PHFH to terminate this transaction or, if the put option is not exercised, PHFH would be fully forgiven of the total amount of the loan payable at the end of the 30 year period.

In April 2018, PHFH entered into a joint venture agreement, along with four other Habitat Affiliates, with HFHI NMTC Leverage Lender 2018, LLC ("Joint Venture") in order to receive funding from U.S. Bancorp Community Development Corp. (USBCDC) to financially assist PHFH and the four Habitat Subsidiaries with building new low-income housing in the neighborhoods they individually serve. USBCDC contributed these funds to PHFH and four Habitat Affiliates in order to take advantage of New Market Tax Credits (NMTC). PHFH transferred property, with an aggregate value of \$1,285,056 as an initial capital contribution to obtain a 21.84% ownership interest in the joint venture. In addition to investing in the joint venture, the PHFH was able to secure a 30 year loan payable in the amount of \$1,892,285 with HFHI NMTC SUB-CDE III, LLC (a community development entity). In April 2025, PHFH has the ability to exercise a put option, which would enable PHFH to terminate this transaction or, if the put option is not exercised, PHFH would be fully forgiven of the total amount of the loan payable at the end of the 30 year period.

Under the terms of each new market tax credit joint ventures, the PHFH is required to build one home per year in the City of Paterson for the next seven years.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2018 and 2017

5. Investments in joint ventures (continued)

The table below sets forth a summary of changes in the investment in joint ventures:

	<u>2018</u>	<u>2017</u>
Balance at July 1	\$ 5,671,679	\$ 5,614,879
Income from investment in joint venture	110,264	110,264
Distributions received from joint venture	(46,506)	(53,464)
New joint venture investment	1,285,056	
Exercise of put option to terminate joint venture	<u>(3,202,438)</u>	
Balance at June 30	<u>\$ 3,818,055</u>	<u>\$ 5,671,679</u>

6. Line of credit

PHFH has an available secured line of credit with Columbia Bank in the amount of \$500,000. The line of credit is collateralized by the administrative office of PHFH. Interest is payable monthly at the bank's prime rate less 2.00% not to fall below 4.00%. The effective interest rate as of June 30, 2018 and 2017 was 5.00% and 4.25%, respectively. The line of credit matures in April 2019. There were no borrowings against the line during either of the years ended June 30, 2018 or 2017 and there are no commitment fees on unused balances.

PHFH has an available unsecured line of credit with Valley National Bank in the amount of \$500,000. Interest is payable monthly at the bank's prime rate. The effective interest rate as of June 30, 2018 and 2017 was 5.875% and 5.25%, respectively. The line of credit matures in January 2019. There were no borrowings against the line during either of the years ended June 30, 2018 or 2017 and there are no commitment fees on unused balances.

PHFH has an available unsecured line of credit with Atlantic Stewardship Bank in the amount of \$750,000. Interest is payable monthly at the bank's prime rate. The effective interest rate as of June 30, 2018 and 2017 was 5.50% and 4.75%, respectively. The line of credit matures in April 2019. There were no borrowings against the line during either of the years ended June 30, 2018 or 2017 and there are no commitment fees on unused balances.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2018 and 2017

7. Notes payable

Notes payable consist of the following at June 30:

	<u>2018</u>	<u>2017</u>
<p>Mortgage note payable to New Jersey Housing Mortgage Finance Agency (NJHMFA) in monthly installments of \$742 including 1% interest through December 2017, collateralized by certain mortgages receivable. This note contains restrictive covenants, including among other things, certain financial reporting requirements and maintaining minimum tangible net assets. As of June 30, 2018 and 2017, PHFH complied with all covenants.</p>	\$	\$ 3,700
<p>Note payable due to a community development entity (HFHI-SA NMTC IV, LLC). Debt required interest only payments until June 2018 at 0.75%. The loan matures in January 2026. The note is subject to certain non-financial covenants. Embedded in the note payable agreement was a put option feature that was exercised in January 2018. Under the terms of the put option agreement, HFHI-SA Leverage VII, LLC purchased the ownership interest. Exercise of the option effectively allowed PHFH to extinguish its outstanding debt owed to HFHI-SA Investment Fund, LLC. (See note 5)</p>		3,758,031
<p>Note payable due to a community development entity (HFHI NMTC SUB-CDE III, LLC). Debt requires interest only payments until April 2025 at .068%. The loan matures in April 2048. The loan is secured by substantially all the assets acquired by PHFH from the project loan proceeds. The note is subject to certain financial and non-financial covenants. Embedded in the note payable agreement is a put option feature that is exercisable in April 2025. Under the terms of the put option agreement, HFHI NMTC Leverage Lender 2018, LLC, is expected to purchase the ownership interest. Exercise of the option will effectively allow PHFH to extinguish its outstanding debt owed to HFHI NMTC SUB-CDE III, LLC. The value of the put option is not material to the consolidated financial statements and therefore is not recorded in the books and records. (See note 5)</p>	1,892,285	

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2018 and 2017

7. Notes payable (continued)

	<u>2018</u>	<u>2017</u>
Note payable due to a community development entity (Citi NMTC Subsidiary XVI, LLC). Debt requires interest only payments until June 2020 at 1.03%. The loan matures in January 2043. The loan is secured by substantially all the assets acquired by PHFH from the project loan proceeds. The note is subject to certain non-financial covenants. Embedded in the note payable agreement is a put option feature that is exercisable in July 2020. Under the terms of the put option agreement, HFH Northeast 1 Leverage Lender, LLC, is expected to purchase the ownership interest. Exercise of the option will effectively allow PHFH to extinguish its outstanding debt owed to HFH NMTC Investment Fund, LLC. The value of the put option is not material to the consolidated financial statements and therefore is not recorded in the books and records. (See note 5)	\$ 3,504,640	\$ 3,504,640
Unamortized deferred financing fees	5,396,925 <u>(387,289)</u>	7,266,371 <u>(230,085)</u>
Notes payable	<u>\$ 5,009,636</u>	<u>\$ 7,036,286</u>

Annual principal payments due during the next five years and in total thereafter under the aforementioned borrowings are approximately as follows:

Year ending June 30:	
2019	\$
2020	
2021	
2022	
2023	
Thereafter	<u>5,396,925</u>
	<u>\$ 5,396,925</u>

Interest expense for the years ended June 30, 2018 and 2017 was \$59,764 and \$64,289, respectively.

PATERSON HABITAT FOR HUMANITY, INC. AND SUBSIDIARY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2018 and 2017

8. Sale of mortgages

During the year ended June 30, 2018, PHFH sold mortgages to a local financial institution for 90% of the outstanding face value of \$817,471; therefore, there was a loss of \$81,747 on the transaction. The sale of mortgages resulted in the reversal of \$480,884 of previously recorded mortgage discount expense. The \$480,884 is included in mortgage loan discount amortization revenue in the consolidated statements of activities and changes in net assets.

There were no sale of mortgages during the year ended June 30, 2017.

9. Retirement plan

During the year ended June 30, 2018, PHFH established a defined contribution plan for the benefit of its employees. The plan is administered by an independent pension administrator and is an employer/employee contribution based plan where PHFH will match 4% of an employee's annual compensation while they are actively contributing to the plan. Employees are vested upon three years of service. Total retirement plan contributions for the year ended June 30, 2018 amounted to \$52,887.

10. Commitments

In August 2018, PHFH amended the existing lease for an operating facility in Wayne, NJ for the PHFH ReStore. The lease was extended for five additional years through March 31, 2024. Under the conditions of the lease agreement, PHFH is responsible for its monthly rent and its pro-rata share of the property's real estate taxes and operating expenses. Total rent and common area maintenance charges paid for the year ended June 30, 2018 and 2017 was \$252,333 and \$251,888, respectively.

Future minimum lease payments for the remaining term of the lease are as follows:

Year ending June 30:	
2019	\$ 259,625
2020	278,000
2021	278,000
2022	278,000
2023	278,000
Thereafter	<u>208,500</u>
	<u>\$ 1,580,125</u>

11. Subsequent events

Subsequent events have been evaluated through October 15, 2018, which is the date the consolidated financial statements were available to be issued.

INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

To The Board of Directors
Paterson Habitat for Humanity, Inc. and Subsidiary
Paterson, New Jersey

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the consolidated financial statements of Paterson Habitat for Humanity, Inc. and Subsidiary, which comprise the consolidated statements of financial position as of June 30, 2018, and the related consolidated statements of activities and changes in net assets, functional expenses, and cash flows for the year then ended, and the related notes to the consolidated financial statements, and have issued our report thereon dated October 15, 2018. The financial statements of Paterson Habitat ReStore, LLC were not audited in accordance with *Government Auditing Standards* and, accordingly, this report does not include reporting on internal control over financial reporting or instances of reportable non-compliance associated with Paterson Habitat ReStore, LLC.

Internal Control over Financial Reporting

In planning and performing our audit of the consolidated financial statements, we considered Paterson Habitat for Humanity, Inc. and Subsidiary's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the consolidated financial statements, but not for the purpose of expressing an opinion on the effectiveness of Paterson Habitat for Humanity, Inc. and Subsidiary's internal control. Accordingly, we do not express an opinion on the effectiveness of Paterson Habitat for Humanity, Inc. and Subsidiary's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's consolidated financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether Paterson Habitat for Humanity, Inc. and Subsidiary's consolidated financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of This Report

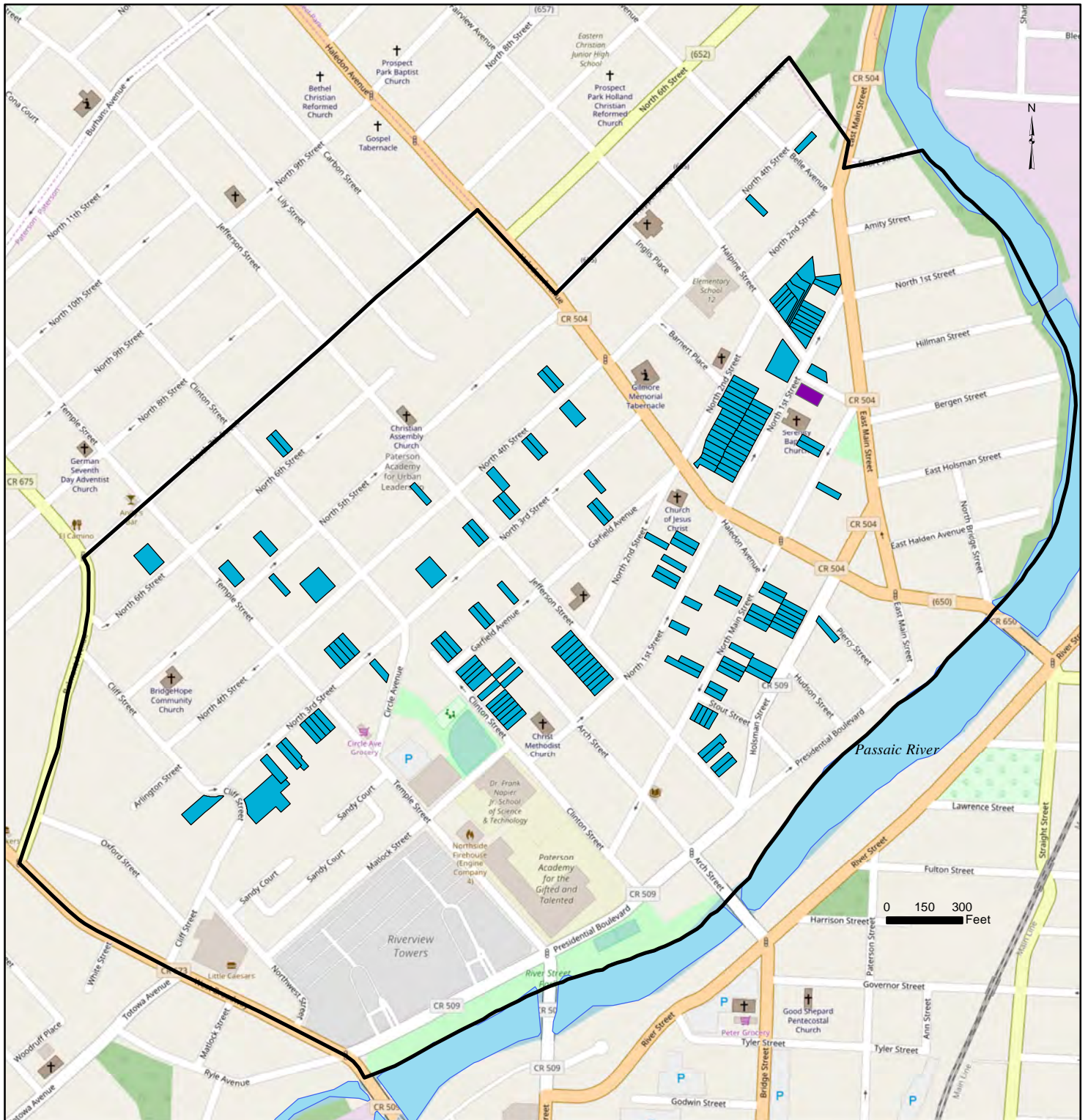
The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.




Dayman Adams Music, LLC

Saddle Brook, New Jersey

October 15, 2018

1st Ward Focus Area



-  Paterson Habitat For Humanity Office
-  Habitat Homes
-  Northside Neighborhood

