

STATE OF CONNECTICUT HEALTH AND EDUCATIONAL FACILITIES AUTHORITY  
Special Annual Grant Committee Meeting Minutes  
September 15, 2023

The Annual Grant Committee of the State of Connecticut Health and Educational Facilities Authority held a special meeting in-person on Friday, September 15, 2023.

The special annual meeting was called to order by Mr. Lawrence Davis, Committee Chair, at 9:01 a.m. and upon roll call, those present and absent were as follows:

**PRESENT:** Lawrence Davis, Committee Chair  
Peter W. Lisi, Board Chair  
Susan Martin  
Alan Mattamana

**ABSENT:** Steven L. Elbaum  
Kimberly Kennison (*Designee for Jeffrey Beckham, OPM Secretary*)

**ALSO PRESENT:** Jeanette W. Weldon, Executive Director  
Denise Aguilera, General Counsel  
Charles Bodie, Managing Director of Finance and Operations  
Rebecca Hrdlicka, Administrative Services Assistant  
Michael Morris, Managing Director of Client Services  
Kara Stuart, Manager, Administrative Services  
Betty Sugerman Weintraub, Manager of Grant Programs and  
Philanthropic Outreach of Connecticut Health and  
Educational Facilities Authority

**INVITED GUESTS:** Erika Frank, President, Farmington Bank Community Foundation  
Torah Maher, Vice President, Foundation Manager, & Executive  
Director, Liberty Bank Foundation  
Judy McBride, Director of Strategic Partnership Investments,  
Hartford Foundation

**APPROVAL OF MINUTES**

Mr. Davis requested a motion to approve the minutes of the May 17, 2023, meeting of the Grant Committee. Mr. Lisi moved for approval of the minutes, which was seconded by Mr. Mattamana.

Upon a voice vote, the "Ayes," "Nays" and "Abstentions" were as follows:

**AYES**

Lawrence Davis  
Peter W. Lisi  
Susan Martin  
Alan Mattamana

**NAYS**

None

**ABSTENTIONS**

None

**PANEL PRESENTATION: BEST PRACTICES OF GRANT REVIEW**

Ms. Weintraub introduced Ms. Erika Frank, Ms. Toral Maher, and Ms. Judy McBride as the panelists to discuss best practices of grant review. Ms. Weintraub was the moderator of the discussion and asked the panelists to provide commentary on the following topics:

- Their Foundation's Grant Program Overview, Distribution, and Community Priorities
- Criteria for Grant Application Eligibility, Acceptance, and Declination
- Grant Committee Assessment of Impact
- Unintentional Biases within Decision-Making
- Balance of Support/Risk Between Small and Large Organizations
- The Role of Diversity, Equity, and Inclusion in Grant Deliberation
- The Impact of the Number of Individuals Served in Grant Applications

After the moderated discussion provided by Ms. Weintraub and the panelists, the floor was opened to questions and covered:

- Board interaction and expectation with staff recommendation and expertise
- The role of the Board in decision-making on grant acceptance and declination in relation to higher-level grant strategy
- Interaction and feedback between grant funders regarding grant applications
- Best practices on final decision making and consensus
- Integration of internal and external data in grant review
- The gathering and interpretation of impact
- Board interaction with funded organizations, such as site visits

Ms. Weintraub thanked the panelists for the discussion. Ms. Frank, Ms. Maher, and Ms. McBride left the meeting at 10:10 a.m.

**ENTERPRISE CAPITAL STATUS REPORT**

Ms. Weintraub provided an update regarding the Enterprise Capital initiative. Ms. Weintraub reported that CHEFA hosted an Enterprise Capital Workshop in June for selected nonprofit organizations to learn more about Enterprise Capital from Ms. Andrea Levere. Ms. Weintraub reported that after the meeting, she reached out to the attendees to determine interest in becoming involved with this initiative. Feedback was received from six nonprofit organizations, and Staff selected three organizations based on their statewide project emphasis for further follow-up discussion. From this further discussion, All Our Kin and Freedom Reads (i.e., two out of the three organizations) were selected by Ms. Weintraub and Ms. Weldon to pursue an Enterprise Capital proposal with CHEFA.

Ms. Weintraub provided a brief overview and goals of All Our Kin and Freedom Reads. Ms. Weintraub reported that each organization has submitted a first round of information, with Staff currently requesting additional information. Ms. Weintraub reported on the potential engagement of Ms. Levere and an additional colleague as an Enterprise Capital consultant to provide additional analysis of the organization applicants. Ms. Weintraub stated that more information would be presented to the Board for funding approval at the upcoming November 2023 or January 2024 Grant Committee Meetings. Ms. Weintraub also stated the potential opportunity for the Board to visit each organization before the Board review, as well as the possibility to convene philanthropic organizations as potential additional funders for these organizations under the Enterprise Capital initiative.

Mr. Davis commented that the Enterprise Capital initiative would be funded by the \$1 million allocated for the Targeted grant cycle.



Ms. Weldon reported that Freedom Reads also supports workforce efforts by employing formerly incarcerated individuals to build the bookcases in conjunction with educational opportunities of reading, which would be detailed and provided in the complete memorandum submitted to the Board.

Mr. Lisi inquired about the due diligence and potential engagement of Ms. Levere. Ms. Weintraub reported that Ms. Levere and her colleague would provide an analysis of long-term sustainability and business strategy that extends beyond the one-year financial reports and information provided to Staff.

Mr. Mattamana inquired about community foundations and funding initiatives., Ms. Weintraub and Ms. Weldon reported that Enterprise Capital (popularized by Ms. Levere) is a separate initiative from Program Related Investments (PRIs) that some community foundations have initiated. Ms. Weldon commented that Enterprise Capital is based on an investment model without the pay-back terms.

#### **STAFF MEMO: FY 2022 TARGETED GRANT PROGRAM FINAL REPORTING**

Mr. Davis reported that Junior Achievement of Southern New England and the CT Boys & Girls Clubs each received \$250,000 under the Targeted grant cycle in January 2022. Mr. Davis turned the floor over to Ms. Weintraub to provide a summary of the final results of these two programs.

Ms. Weintraub stated that Junior Achievement and the CT Boys & Girls Club chose to run their grants during one-year period. Of the two other recipients from the Targeted grant cycle, Goodwin University opted to have their grant for a two-year period and Justice Education Center, received an extension for six months. Ms. Weintraub then provided an overview of Junior Achievement and the CT Boys & Girls Club. Ms. Weintraub referred the Committee to the information provided in the grant packet for final results for specific outcome details. Ms. Weintraub summarized that both organizations exceeded their metrics of success and outcomes that were originally proposed in their grant applications. Ms. Weintraub also stated that these organizations reach a statewide base, which supports CHEFA's unique role and exposure as a statewide organization.

#### **DISTRIBUTION OF FY 2024 GRANT FUNDS**

Mr. Davis reported that \$3 million was budgeted by CHEFA for the grant program, and the Grant Committee typically allocates \$1 million for the Client, Targeted, and Nonprofit cycles.

Ms. Weintraub confirmed that a \$1 million per grant cycle allocation would adequately reach the community need and priority sectors, as the Client and Nonprofit grant cycles reach different audiences throughout the state.

Mr. Davis requested a motion to accept the distribution of FY 2024 grant funds as \$1 million per grant cycle with a budgeted total of \$3 million. Mr. Lisi moved for approval and Ms. Martin seconded the motion.

Upon a voice vote, the "Ayes," "Nays" and "Abstentions" were as follows:

#### **AYES**

Lawrence Davis  
Peter W. Lisi  
Susan Martin  
Alan Mattamana

#### **NAYS**

None

#### **ABSTENTIONS**

None

**GRANT PROGRAM OUTREACH UPDATE**

Ms. Weintraub showed the annual report received by Junior Achievement, which included a reference to the grant provided by CHEFA and highlight that the grant was the largest the organization has received in their history.

Ms. Weintraub reported on her efforts in philanthropic outreach. Firstly, Ms. Weintraub described the yearly nonprofit forum, which was hosted this year in tandem with the Connecticut Council for Philanthropy to include the funder community as well as CHEFA clients and grant applicants. Secondly, Ms. Weintraub reported on the various community councils and boards with which she participates, including but not limited to the 2Gen Advisory Board, the Connecticut Council for Philanthropy Board, the Connecticut Council for Philanthropy Workforce Affinity Group, and the Early Childhood Funders Collaborative. Finally, Ms. Weintraub outlined her discussions and participation with organizations in CHEFA's four core priority funding areas of healthcare, education, childcare, and culture. Ms. Weintraub then detailed the community need and key concerns for each sector.

Mr. Davis and Mr. Lisi commended Ms. Weintraub for her philanthropic outreach and efforts.

**OTHER BUSINESS**

Mr. Davis noted that the next Grant Committee Meeting is scheduled for November 15, 2023.

Ms. Weldon commented on the opportunity for brand awareness through philanthropic outreach, which Ms. Weintraub confirmed.

Mr. Davis noted that an article on trust-based philanthropy was provided as supplementary material in the meeting package.

**ADJOURNMENT**

There being no further business, Mr. Lisi moved to adjourn the meeting and Mr. Mattamana seconded the motion.

Upon a voice vote, the "Ayes," "Nays" and "Abstentions" were as follows:

**AYES**

Lawrence Davis  
Peter W. Lisi  
Susan Martin  
Alan Mattamana

**NAYS**

None

**ABSTENTIONS**

None

The special annual meeting adjourned at 10:56 a.m.

Respectfully submitted,



Jeanette Weldon  
Executive Director