# Performance Feedback

**Navigating this form:** Use the tab key to move from one shaded area to another or click on shaded area to enter information (if additional space is needed attach a 2<sup>nd</sup> page.)

Employee N	ame	KARRAIN	E V. MOODY		Position	EXECUTIVE DIRECTOR
Start Date	07/0	1/2016	End Date	06/30/17	Supervisor	BOARD

OBJECTIVES SECTION (Three Objectives are the minimum; ten are the maximum.)

Rating Definitions For Objective Results – Above Target: Results exceeded agreed upon requirements; Target: Results met agreed upon requirements; Progressing: Results not fully met, but employee is developing/improving at an agreed upon rate and performance is improving; Below Target: Results were below agreed upon requirements; Objective Not Applicable: Objective No Longer Applies

# **Operational Objectives**

## Objective:

Complete 2 year building schedule with specific initiatives towards expanding Hartford Habitat's footprint in the area served; re-establish Board Land Acquisition Committee to ensure at least 2-year rolling inventory of building sites.

Rater	Comments	Rating
Self	We continue to maintain a 2 year schedule. Please see attachment that outlines schedule for 2017-2019. Within a matter of three years, we've completed 2 rehabs and recently acquired 3 properties through HUD and/or Fannie Mae. This was a major pivot for our organization and allows us to create homeownership opportunities with the existing housing stock in the county.	
Supervisor		

# Objective:

A Brush With Kindness Implementation- Including expanded volunteer involvement; research Habitat International guidelines; Apply for AmeriCorps vista; Establish program champion; Involve Development department for fundraising; Involve Thrivent Build repair program.

Rater	Comments	Rating
Self	Our ABWK program focuses on aging in place. Focusing on households that are over the age of 55, veterans and those with limited mobility. Will continue to maintain April and October schedule. Family Services and Construction will take lead on ABWK. This fiscal year completed 12 projects through Thrivent and other neighborhood groups. We've successfully launched our program in East Hartford, Bristol, Bloomfield and Hartford. Recently partnered with the City of Hartford, Blue Hills Civic Association and other community groups to do a cleanup and repair program in the Blue Hills neighborhood. Pictures show Senator McCorey and Council President at our kickoff on June 10 <sup>th</sup> .	
Supervisor		

### Objective:

**Execute ReStore business plan-** Including hiring manager and staff; Negotiate lease on store location and launching Store Opening. Manage within operating budget established

Rater	Comments	Rating
Self	ReStore continues to thrive. This fiscal year we are focusing on streamlining and becoming more efficient in operations so that we can reduce expenses. We will not direct any energy towards a second store at this time. ReStore has become a pillar and resource in the community. The fact that the ReStore sponsored a home within the first 3 years of operation is a testament to the staff.	
Supervisor		

#### Objective:

**Establish budget and meet budget targets-** Meet with Directors and establish departmental financial goals for 2017 fiscal year; Present to Board of Directors

Rater	Comments	Rating
Self	Budget to actuals are being provided to departments quarterly. Met with the finance committee on a monthly basis to keep track of expenses and forecast income. FY18 Budget was approved in early June. Failed to communicate the cash position in August 2016 and sold mortgages to CHFA. It was the best decision for operations but I did not communicate the urgency to the finance committee.	
Supervisor		

# Staff Leadership

#### Objectives:

- 1. Establish clear, specific, measureable goals for all staff- Implement new HR Resources and best practices, including updated Employee Handbook, legal/fair HR protocol, and individual performance evaluations for FY2016
- 2. Create collaborative, team oriented atmosphere with Staff. Conduct team building exercises.
- 3. Conduct a measurement of staff morale and report results to the Board

Rater	Comments	Rating
Self	We've grown to be a cohesive group. Best Places to Work score increased from 80 to 94 in one year. Rated 9 of the 26 for small businesses. Quarterly trainings/gatherings. Adopted our "foundation statement for the staff in our 1 <sup>st</sup> quarter training. Completed diversity/inclusion and culture workshop in Feb/March and June did a skill build at an escape room facility. See attachment.	
Supervisor		

# **Fundraising**

#### Objectives:

1. Fundraising Objective

Rater	Comments	Rating
Self	We have met our overall revenue budget for FY 2017. Revamping our signature events so that they have both a site and non-site component. Women Build luncheon was received well and generated new "individuals" to the event. Consistently looking and creating ways to maintain and increase revenue. See revenue budget to actual as of April 2017.	
Supervisor		

# **Habitat Ambassador**

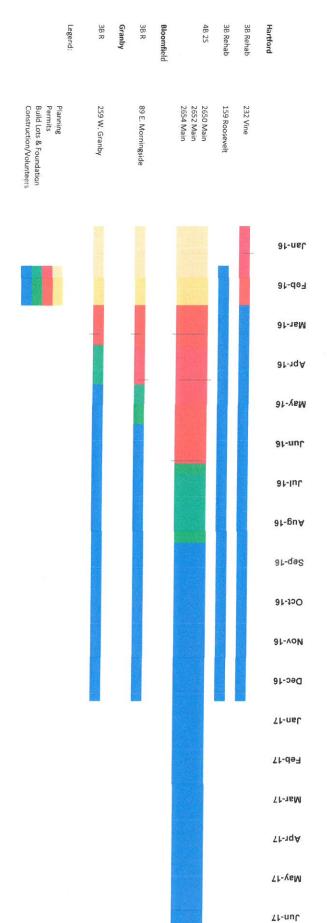
## Objective:

**Broaden Hartford Habitat's Visibility in the Public**- Attending engagements on Habitat's behalf; Public speaking events; Represent affiliate with Habitat International; Advocating for governmental support; Participating in community-based initiatives; Aggressively seeking out potential donors and recruiting high-quality board members.:

Rater	Comments	Rating	
Self	Continue to raise Hartford Habitat's profile in housing and community. Also demonstrating and marketing the expanded mission. It has been received well.		
Supervisor			

# Build Schedule Attachment

# 2016-2017 Build Schedule

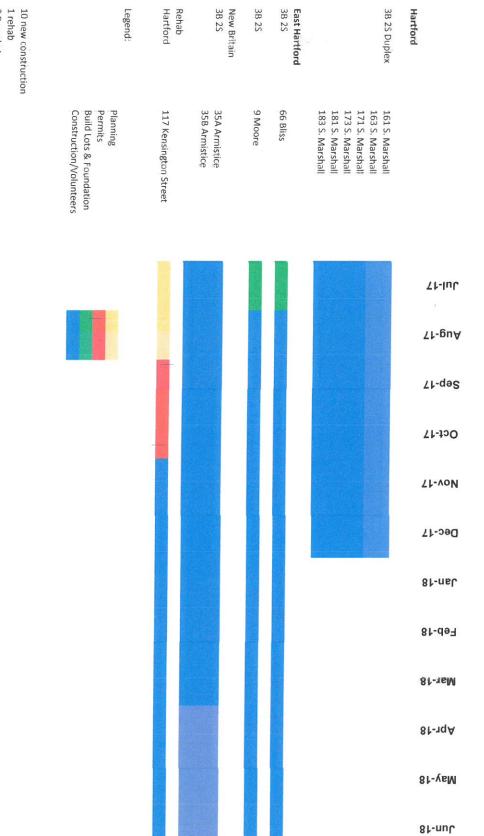


5 New
2 Full House Rehabs
3 Recycled

\*Had site and pla

\*Had site and planning difficulties on South Marshall as well as Main Street. Completed all fundraisers in the fall of 2016 and pushed South Marshall into FY 18 completion

# 2017-2018 Build Schedule



2 Recycled

# A Brush With Kindness

Attachment



Senator McConey



ABLOK w/ prospective nomeouners and HIFA elected officials

# Staff Leadership Attachment

# 20 Best Places HARTFORD BUSINESS JOURNAL

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Numbers shown represent the percentage of respondents that answered "Agree Somewhat" or "Agree Strongly" (with exception of "% Disagreement" Column)

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Numbers shown represent the percentage of respondents that answered "Agree Somewhat" or "Agree Strongly" (with exception of "% Disagreement" Column)

x - For confidentiality reasons, demographic categories with less than 5 responses are not included \* Denotes no data available in 2016

# Best Companies Group >>>



# **EMPLOYEE COMMENTS**

Prepared for: Hartford Area Habitat for Humanity

# What does this organization do that makes it a place where people would want to work?

be appreciated in a very simple way

Helps the community not just individuals.

los beneficios

el salario

y es un lugar donde se ayuda la comunidad

Our mission to "strengthen communities by empowering low-income families to change their lives, and the lives of future generations, through homeownership opportunities", is brought to the forefront of EVERYTHING we do. We SEE that homeownership brings about social benefits not only for the families, but also creates stronger and more viable neighborhoods. When this is your employer's "Team Goal", everyone works together to achieve it.

Overall, helping people. Whether it be a family in need of a house or someone looking for used, still in good condition, furniture, Habitat helps the community. In our case, the Hartford, CT county community.

Provides an environment with friendly volunteers

su enfoque hacia las personas y su buen trato

The general atmosphere is always pleasant. The product we turn out is affordable homes for those who may never be able to afford to buy one on normal market. What is better than giving the keys to a new home to a family. Giving them a new start in life, a new beginning, a sense of happiness beyond anything you may have ever experienced.

When you give the keys to a new family, the tears of joy are overwhelming. It doesn't get any better than this.

The individuals who work at our organization are all here for a higher purpose. We all have chosen to work here because we believe in the mission that we are putting into action in our community. With a group of people so inspired to make our world a better place, walking into the office is walking into a place that we all want to work and make an impact.

There is a family atmosphere with respect and fun. Being a non-profit, there is a sense of helping others.

this company actually helps peaple.

We bring people together to build homes, communities and hope. We change the lives of low-wealth families by providing a homeownership opportunity they would not otherwise have access to. We are all dedicated to the mission. As a small organization, we each have a variety of tasks that challenge us every day. We have many opportunities to interact as a staff both in the office and outside of it. Helping others is a powerful motivator.

We do good for others by giving families an opportunity to get an affordable home. And by giving families a new start in life.

We have monthly department meetings that are good cause I get to hear what is going on and I also get a chance to give input. We meet quarterly outside of the office doing projects and team building. I love the mission

# Best Companies Group >>>



# **EMPLOYEE COMMENTS**

Prepared for: Hartford Area Habitat for Humanity

We help seniors, veterans, limited mobility, and widows of veterans with repairs to their home so that they can remain in their homes for years to come. We also have a program for first time homeowners so that people can raise their children in safe decent homes and neighborhoods. Our motto is to uplift the community and the people in it.

We help to build hope, bring positive change to the lives of many families and to the community in

# Best Companies Group >>>



# **EMPLOYEE COMMENTS**

Prepared for: Hartford Area Habitat for Humanity

# What can this organization do to increase your satisfaction and productivity as an employee?

A more open/inclusive planning process, goal formulation and strategic process implementation would be an improvement.

Continue to maintain the already existing channels of communication, Continue to be supportive of the staff, continue to maintain the positive atmosphere that we currently enjoy,

#### engage and involve the work force.

Everything is fine overall, I suppose. A little extra help would be nice but no major complaints. Enjoy working for Hartford Habitat.

I am completely and totally satisfied with this organization.

I am completely satisfied with the organization both professionally and personally. I have all of the tools I need to be productive.

### I am satisfied as things are now.

I am very satisfied as an employee and believe that we have the resources needed to be productive. As an individual always looking to improve and grow, I think having a strong team is the most important resource that we have. As we grow, our team also needs to grow so that we can continue on the path of continuous improvement that we are on. Doing so will in turn improve our teams satisfaction and productivity.

#### Improve coordination between leadership

Last year we were given the blessing of gaining space for offices. After we have all settled in, we realize communication at times can be more difficult due to sheer proximity to each other. Some of this is also due to being in the height of our busy building season, which will remedy itself this winter. So overall, I am very satisfied with our organization.

Offer a bonus package based on sales. Commisions

truck driver training.



# COLLABYRINTH COLLECTIVE LLC

Pollinate.Navigate.Accelerate.

# Cultural Consciousness and Shared Values Development Sessions

Thank you for engaging Collabyrinth Collective LLC to facilitate 3 staff sessions to raise cultural consciousness with the goal of developing shared values. Our engagement occurred over 3 months. In January, we met with senior staff to discuss the process, solicit feedback and manage staff communications and expectations.

In each of February and March we had all-staff sessions. The first session was 2 hours long and the second was nearly 3 hours long. Through a series of candid discussions and interactive exercises all participants were engaged, included and learned more about each other and each person's unique cultural perspective.

In session 2 through discussion we created Ground Rules for our all-staff discussions. They included:

- Respect
- No Cell Phone Distractions
- Courtesy
- Open Communication
- "Ouch" Rule- speak up if you are personally offended by what might be said/ Calling someone
   "In"
- Confidentiality

The focus of session 3 was to develop shared values. We used interactive exercises and small group discussions to develop this. Three groups (which were remixed briefly to round out the discussion) came up with the below value statements:

- Diversity is the foundation on which we build and the nails that hold homes together.
- Accomplishing good work for and with good people.
- Valuing the contributions of all members of the Habitat Community.
- Shared work ethic between partner families and Habitat team.
- · We believe in team.
- Compassion (Putting ourselves in another person's shoes). We see people as people.
- We believe in a diverse, inclusive, fun-loving team atmosphere.
- Acceptance & Understanding through respect of individuals and their needs.

- Dedication and passion for serving our community.
- Faith driven, hopeful optimism.
- Diverse, hard working TEAM.

The discussion then turned to what we would call/label the shared values statement. These four possibilities were developed:

- 1. Our Values in Action
- 2. Our Creed
- 3. The Foundations on which We Build
- 4. Our Universal Guiding Principles

Through a very close voting process 'The Foundations on which We Build' was chosen as the favorite:.

A democratic process was then used to pick the most popular value statements from the bulleted list above. There were 5 that were most popular:

- 1. A shared work ethic between partner families, and Habitat team.
- 2. We value the contributions of all members of the Habitat community.
- 3. We believe in a diverse, inclusive, fun-loving team.
- 4. We believe in acceptance and understanding through respect of individuals and their needs.
- 5. We are a diverse, hard working team.

It was decided that number 5 was somewhat repetitive and there were some modifications to numbers 1 and 2 to account for volunteers and to shy away from the words 'members' and 'contributions' which were thought to be limiting. The final outcome was the below:

#### The Foundations on Which We Build:

- 1. A shared work ethic between partner families, volunteers and the Habitat team.
- 2. We value all partners of the Habitat community.
- 3. We are a hard working, diverse, inclusive and fun-loving team.
- 4. We believe in acceptance and understanding through respect of individuals and their needs.

#### Videos shown for discussion purposes in session 3:

https://www.youtube.com/watch?v=3DrZDm8XWBI (10:01) True Colors/ABC News' Frontline

https://video.search.yahoo.com/yhs/search?fr=yhs-mozilla-002&hsimp=yhs-

 $\underline{002\&hspart=mozilla\&p=video+xenophobia\#id=23\&vid=9cacef2abffecc660b1cfcb93eaab265\&action=clic} \\ \underline{k} \ (4:05) \ Xenophonbia/CAIR$ 

https://video.search.yahoo.com/yhs/search?fr=yhs-mozilla-002&hsimp=yhs-002&hspart=mozilla&p=video+discrimination+latinos#id=4&vid=6ab827839719abe60e4944994e8719fc &action=click (part up to 5:12) Discrimination Against Latinos/2011 Youtube.com

Respectfully submitted,

Collabryinth Collective LLC (2017)

# Financial and Ambassador

Attachments

17 T	230,000 585,000 851,000 851,000 70,000 70,000 120,000 Eversource Housing tax credit	1,000,000 85,000 \$10,891 collected FYE 2016, expenses \$5,500 under budget 25,000 5,000 110,000 \$24,667 collected FYE 2016 225,000	126,300 11,500 72,000 related to donations recorded on home sales 50,000 259,800 2,335,800
FYE 2017 BUDGET		1,0	2,3
VARIANCE	12,742 79,187 14,969 51,476 313,894 -260,000 17,792 81,460	-23,931 2,012 -1,693 15,095 -8,517	-75,705 9,881 -47,115 -10,147 -123,087 0 73,018
BUDGET YTD APR	180,000 451,450 30,000 661,450 0 180,000 58,333 80,000	85,000 5,000 4,167 110,000 204,167	103,022 9,583 56,000 25,000 193,606 1,377,556
ACTUAL YTD APR	167,258 530,637 15,031 712,926 313,894 -80,000 76,125	61,069 7,012 2,474 125,095 195,650	27,317 19,464 8,885 14,853 70,519
BUDGET APRIL	25,000 64,350 3,000 92,350 0 5,833 2,000	5,000 417 0 5,417	12,139 958 8,000 0 21,097
ACTUAL APRIL	57,625 2,042 66,744 0 0	5,096 8,750 13,846	16,446 910 1,351 23 18,730 350,320
REVENUE	Income - Individuals Income - Business & Foundations Income - Schools, Faith, United Way & Other  Development Income Grant Income - \$1.5M Dept of Housing Grant Income - HOME - Hartford Grant Income - HUD/SHOP Grant Income - Other Grant Income - Other	Special Events - Golf Special Events - Women Build Special Events - Events Other Special Events - Build-A-Thon Event Income	Restore Net Income Other Income- Int. Earned and Mtge. Late Fees Other Income- In Kind ABWK Net Income  TOTAL NON-HOME REVENUE

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# **Hartford Area Habitat for Humanity** Celebrate New Financial Freedom Center



Karraine Moody, executive director of Hartford Area Habitat for Humanity



Mayor Luke Kronin addressed the board and community members at event. Photo by Reggie



Ms. Firmin Maxwell & Dan Lewis celebrate there new home. hoto by Reggie Hales



New Habitat homes among two others located on Main ST, between Westland & Earl Street. Photo by Reggie Hales

Hartford, CT - (Inquiring News Staff Report) - Thursday, (6-15-17) - Hartford Habitat with Hartford Mayor and community members celebrated the new Financial Freedom Center on Windsor Street. In partnering with Cigna Health's financial team the ten pilot workshops continues to benefit from earlier in

Located at 780 Windsor Street in Hartford, the Financial Freedom Center will serve as a financial planning resource for Greater Hartford residents by offering workshops on financial literacy, credit management, budgeting, college financial aid and saving plans.

'The Center will serve as a hub for families to gain valuable wisdom on all things pertaining to finances using accredited curriculum from the National Endowment for Financial Education," according to Karraine Moody, executive director

of Hartford Area Habitat for Humanity.

The Financial Freedom Center is part of Hartford Habitat's strategic plan to serve more families seeking to improve their lives. By helping families become more financially prepared, the Center will strengthen Hartford Habitat's primary mission of building homes, communities and

Example of Habitat's great program and now Ms. Firmin Maxwell & Dan Lewis celebrate there new home among two others located on Main ST, between Westland & Earl Street. " We will make this house a home. We learned a lot by helping to build this house and the programs of Habitat. We also pledge to be good helping neighbor in this neigh-borhood. You feel the love from these houses and our new neighbors, said Firmin & Dan".

The Center's first classes will be

gin this fall focusing on hudgeting, saving and planning, followed in the spring by courses on asset building.

Area Habitat for Humanity is a Contact Tracy Thomas, Director of 503c non-profit affiliate of Ilabi- Hartford Area.

Family Services for more informatat for Humanity International. Harttion. Founded in 1989, Hartford ford Area Habitat for Humanity has built over 230 homes in the Greater

Alexandria, VA - (6-14-17/8AM) - A gunman believed to be a supporter of former Democratic presidential candidate Bernie Sanders sprayed a hall of bullets at a GOP baseball practice Wednesday morning, injuring House Majority Whip Steve Scalise and four others before U.S. Capitol Police took down the riflewielding assailant. The shooter, who had a violent history including arrests for battery, resisting arrest and dranken driving, was identified as 66-year-old James T. Hodghinson, of Illinois. President Trump said Hodghinson died from Injuries sustained when he was shot

by police.

#### We SALUTE! "Our National Heros" Capital Police Agents Crystal Griner & Daivd Bailey They saved multiple lives and U.S. Republican Congressmen. In Virginia shooting rampage.

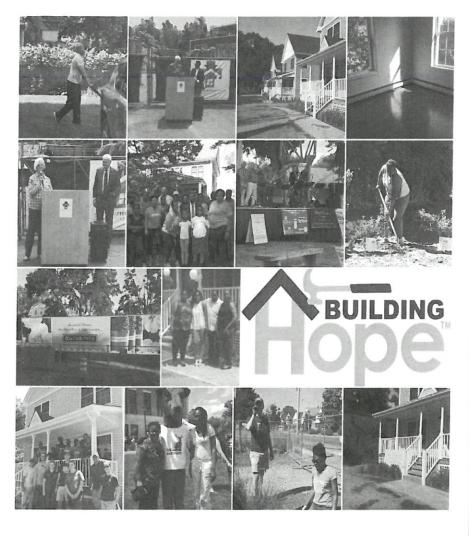


# Hartford Habitat Builds in the Dominican Republic



During the week of April 23, Hartford Habitat supported our sister affiliate in Dominican Republic. Dominican Republic is saturated with love that flows from the ocean to the valleys. It also has a great level of need and a housing crisis. We worked with two families this week and concluded our build with a house blessing and key ceremony. Although we were miles away from home, the dedication had the same spirit of joy, appreciation, gratitude and accomplishment. We also had the opportunity to share this beautiful build and dedication with Dr. Moyer's family. The mission is the same all over the world...to build simple decent housing for God's people in need.

Words used to describe the build experience: amazing, gratitude, overwhelming, life changing, incredible, humbling, grateful and blessed!



# NATIONAL HOMEOWNERSHIP MONTH

Yesterday, we hosted our Open House for both the Financial Freedom Center and the Main Street Homes. Mayor Bronin joined us and congratulated us on taking on a great need within the region. We honored Cigna, Dougie Trumble, Habitat Family Partner and Ambassador. We acknowledged the legacy of Nancy Braender, Delores Keevan and Ruth Puff.

It takes all hands on deck to fulfill our mission and we would like to thank all of our corporate sponsors for their continued support.

**Senator McCorey cutting** lawns during our A Brush with Kindness outreach on Ridgefield Street with **Voices of Women of** Color. **Janice Flemming** (VOWOC) discussing community partnership Youth Build and **Americorps Volunteers Our New Homeowners of North Main Street** Murphy, Walker and **Maxwell Families** 

Hartford Area Habitat for Humanity HartfordHabitat.org