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| **Short-Range *Critical for Current Plan (FY22)*** | | | | | | | | | | | | |
| **Goals** | **Performance & Product** | **Mid-yr.** | **FYE** | **People, Process & Policy** | **Mid-yr.** | **FYE** | **Community** | **Mid-yr.** | **FYE** | **Personal & Professional** | **Mid-yr.** | **FYE** |
| **Short-Range** *Critical for*  *current plan*  *(FY22)* | Manage building goal as appropriate for current environment.  Meet financial goals as outlined in FY22 Budget  Provide timely reporting around cash flows, use for mortgage proceeds, and dashboards (construction, family services and volunteer engagement).  Operationalize the ReStore Facilities Task Force Recommendations |  |  | Evaluate ‘integrated system model,’ post COVID and provide recommendations on sustainability  Finalize a Diversity and Inclusion plan to ensure the affiliate represents the families and neighborhoods we serve.  Develop and/or recruit staff to fill key positions (Controller and Construction Mgr.)  Evaluate and revise written SOPs post-COVID  Provide data to inform the Strategic Planning Process for FY23 |  |  | Create a strategic plan for attracting people to the construction trades by serving on the WNY Construction Education Foundation Board.  Manage the Lackawanna CHDO and identify new CHDO partnerships to increase building capacity options for FY 2023 and beyond  Create an advocacy platform focused on removing barriers to HFHB building more affordable housing in WNY community  Advance HFHB’s profile within the HFHI affiliate community by participating in pilot programs and round table discussions. |  |  | Advance my knowledge of HFHI and affiliate best practices by serving on the Affiliate Enhancement and Capacity Building Committee and the HFHI HR task force.  Continue Leadership Development Training with the Women’s Presidents Organization  Learn more about legislative process and positions that influence affordable housing regionally and locally to address HFHB roadblocks |  |  |
| |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | |  | = Complete |  |  | = Active and on Track |  |  | = Behind but managed |  |  | = Needs attention |  |  | | | | | | | | | | | | | |
| **Short-Range *Critical for current plan (FY22)*** | | | | | | | | | | | | |
| **Performance & Product Details** | | | | | | | | | | | | |
| 1. Manage building goal as appropriate for current environment: We met our FY21 goal of 10 houses and began the work needed to increase that number to 15 in FY22. Initial evaluation of new supervisors’ experience and onboarding training has presented concerns related to pace. Additionally, supply chain issues and increased expenses we require careful monitoring of build schedules and potential adjustments made to production numbers by FYE. 2. Establish a construction/family services/volunteer engagement committee. This would include HFHB staff and board members, collectively utilizing best practices for optimizing productivity at our construction sites. 3. Meet or exceed financial goals as outlined in FY22 Budget: The approved budget projected was for 15 CofO’s, careful monitoring of material and contractor costs will be needed and adjustments made to production rates to ensure we stay on budget. 4. Provide timely reporting around cash flows, use for mortgage proceeds, and dashboards (construction, family services and volunteer engagement): Emphasis this year will be on putting the processes in place to collect and report on data from each department area in order to make more informed decisions. 5. Operationalize the ReStore Facilities Task Force Recommendations: In FY21, the Facilities Analysis Task Force collected data and provided recommendations for the current ReStore locations. In FY22, the team will operationalize those recommendations (sign a one-year renewal of the North Store, increase traffic and sales to current North Store, continue to look for a new location). | | | | | | | | | | | | |
| **Board of Directors Feedback on Performance & Product Objectives** | | | | | | | | | | | | |
| **People, Process & Policy Details** | | | | | | | | | | | | |
| 1. Evaluate ‘integrated system model,’ post COVID and provide recommendations on sustainability: The ‘integrated system model’ launched prior to COVID has yet to be proven as an efficient model due to COVID interruptions. Serious review and reflection on whether this model, and the historic Habitat volunteer model, is needed to strategize HHB’s future growth. 2. Finalize a Diversity and Inclusion plan to ensure the affiliate represents the families and neighborhoods we serve: FY21 launched the staff driven, board supported, DE&I Committee work. FY22 will begin to put work plans around the committee’s recommendations.      1. Develop and/or recruit staff to fill key positions (Controller and Construction Mgr.) 2. Evaluate and revise written SOPs post-COVID: In FY19 much time was spent creating and documenting SOPs for each department. While minor process adjustments are made annually, COVID has made several processes extinct or in need of major revision. The goal is to have written documentation for all departments so that operations run efficiently regardless of staff turnover. 3. Provide data to inform the Strategic Planning Process for FY23: The last 5 years has been spent stabilizing the affiliate, creating repeatable and scalable processes, hiring, and training a paid professional staff. Analysis of our current capacity is needed in order to create a realistic strategic plan for the affiliate’s future growth. | | | | | | | | | | | | |
| **Board of Directors Feedback on People, Process & Policy Details** | | | | | | | | | | | | |
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| **Community Engagement Details** |
| |  | | --- | | 1. Create a strategic plan for attracting people to the construction trades by serving on the WNY Construction Education Foundation Board: One of the obstacles holding HHB back from building more homes is the lack of trained construction site supervisors and reliable contractors. In Buffalo, the construction industry as a whole is experiencing this gap in skills and interest to learn the trades, resulting in a commitment from the WNY Construction Education Board (of which I am a member) to create a strategic plan to address this concern. 2. Manage the Lackawanna CHDO and identify new CHDO partnerships to increase building capacity options for FY 2023 and beyond: We learned in FY21 that CHDO partnerships can provide full funding for homes we build and sell to Habitat families. In FY22, we will review lessons learned from our first CHDO partnership in Cheektowaga and revise the process to be more efficient in working with our second CHDO partner in Lackawanna. Additionally, we will move to set up a third partnership for FY23. For consideration during the upcoming strategic plan refresh:  * How does alternative funding partnerships play a role in this time of increased costs? * How do we enhance these partnerships builds to supplement our build mix? * How does this increased collaboration with partners appeal to foundations and other major donors?  1. Create an advocacy platform focused on removing barriers to HFHB building more affordable housing in WNY community: Advocacy on the issues and roadblocks keeping affordable housing agencies in Buffalo from doing their best work continues to be a concern, but not a priority given our main objective of building homes and providing repairs during the pandemic. In FY22, we will devote more resources to identifying specific tactics HFHB can accomplish in changing policy and act on one or more. 2. Advance HFHB’s profile within the HFHI affiliate community by participating in pilot programs and round table discussions: In FY21, I served on the US Council’s Affiliate Enhancement and Capacity Building Committee and the COM Advisory Council for Development. As a result, HFHB has been invited to participate in several pilot programs. In FY22, HFHB will receive a grant to participate in a pilot aimed at “Increasing Black Home Ownership” in the US. | | **Board of Directors Feedback on Community Engagement** | |
| **Personal & Professional Details** |
| 1. Advance my knowledge of HFHI and affiliate best practices by serving on the Affiliate Enhancement and Capacity Building Committee and the HFHI HR task force: FY22, I will continue to learn from my peers on the US Council. In FY22, I will also be participating on the Habitat International HR Task Force which I am hopeful will build my knowledge in HR recruitment/onboarding/training and development. 2. Continue Leadership Development Training with the Women’s Presidents Organization: This group continues to open doors and information from the For- Profit Construction and Business world in areas like organizational development; leadership and finance. 3. Learn more about legislative processes and positions that influence affordable housing regionally and locally in order to address HFHB roadblocks: Each year I learn more about the *policies and issues* that influence affordable housing but in FY22 I want to understand better the *process and positions* for can either open or shut doors to change. I will maintain a presence in the regional housing groups in order for HHB to leverage opportunities appropriately. |
| **Board of Directors Feedback on Personal & Professional** |
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| |  | | --- | | **Mid-Range** *Important for growth  (FY23 & FY24)* | | The global pandemic of 2020 has changed the way the world, and our affiliate, operates. Our short-term plans were paused, and as of the fall of 2021 we are still not back to transitioning the remaining departments to the new integrated operating model the goal of a scalable and repeatable plan to sustainably build 20 houses each year. We will continue to concentrate on mitigating the identified obstacles that may prevent us from fully realizing our growth potential. My Mid-Range Objectives are focused on building relationships and practices to either eliminate or reduce these obstacles:   1. Lack of a consistent stream of affordable properties 2. Lack of skilled construction human capital (not just for Habitat but for the industry as a whole) 3. Change in building model with reduced volunteer labor 4. National and local programs which increase black homeownership opportunities 5. National and local market changes in second-hand retail outlets |  |  | | --- | | **Long-Range**  **Helpful for exploring future goals**  **(FY25-)** | | For over 40 years Habitat International has provided our affiliate with a well-respected brand and a framework under which we operate. Unfortunately, the global pandemic has shaken that framework and prompted all affiliates to re-evaluate our sustainability without volunteers and corporate teams. On the positive side, the pandemic has also elevated our mission of creating safe housing options for the world. Habitat Buffalo has the responsibility of creating a strategy to best serve our Buffalo community under these new conditions. We need to look ahead to local and regional market trends and policy changes so that our rolling 3-year plan positions us as a leader and innovator for affordable housing. | |
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| **Overall Evaluation** | | **Above Acceptable** | **Acceptable** | **Working Towards Acceptable** | **Unacceptable** |
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| **Employee Comments** | | | | | |
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| The employee’s signature indicates that the employee has seen and participated in this appraisal. | | | |  |  |
| It does not indicate agreement of the appraisal content. | |  |  |  |  |
| **Signatures and Date** | | | | | |
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| **Executive Director – Teresa Bianchi** | | | | | |
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| **President of the Board – Lynn O’Connor** | | | | | |