

FY2021-25 Strategic Direction

Prepared by:

HFHMSCO Board of Trustees
Executive Director & COO

[Approved on January 11, 2022](#)

Mission:

Seeking to put God’s love into action by addressing urgent housing needs in our communities, nations and world, Habitat for Humanity will be a partner and catalyst to:



Strategic Objectives

Build a Sustainable Organization

Build Community Impact

Build Sector Impact

Build Societal Impact



Top Priorities

Operate with Excellence

Exceed our customers expectations through best-in-class business processes and culture

Expand Affiliate Opportunities

Continue to cover 100% of the administrative costs for Habitat, allowing additional profits and 100% of all fundraising dollars to serve families and construct new homes.

Fund the Mission

Raise 100% of funds for each new home construction. Additional fundraising efforts will be used for growing our profile in the community, recruit new volunteers and grow rehab capacity.

Grow Number Of Families Served

Market our repair program to the community. Increase number of property rehabs

Grow Home Building and Repair Capacity

Increase land acquisition efforts to increase our home building capacity

Grow Our Profile In The Community

Launch marketing efforts and community programs to increase Habitat's visibility and expand community reach

Grow Volunteer Opportunities

Recruit volunteers to fill opportunities at our construction/ repair/ rehab sites, in our office, at the HAC, at the ReStore or by serving on a committee

Partner to Increase Shelter Access

Promote policies and systems that advance access to adequate, affordable housing. Support market approaches that increase products, services and financing for affordable housing

Inspire Action to End Poverty Housing

Serve As A Leading Voice In Housing. Speak at meetings, interact with non-profits, churches and community centers to grow awareness of housing as a critical foundation for breaking the cycle of poverty

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Top Priorities

Activities

Metrics & Targets

SUSTAINABLE ORGANIZATION

1) Operate with Excellence

- Prioritize staffing needs (e.g., Resource Development; Office Mgt. / Bookkeeping; Social Media)
- Grow management skills, leadership and fundraising capabilities
- Continue attempt to appoint full board (12 seats)
- Maintain diversity and inclusion as key part of our operation
- Executive Director succession plan
- Continue to improve HFH office infrastructure, processes, systems and cross-training

- Full Board (12) & succession in place by end of 2022
- Hire staff as necessary
- Fully trained office staff by end of 2022
- Develop and maintain updated Educational & Orientation (E&O) programs by end of 2022
- Update all Policy & Procedure manuals by end of 2022
- Develop Executive Director succession plan by end of 2022

2) Expand Affiliate Opportunities

- Start evaluation process to expand GSA in Darke County
- Improve ReStore business operations aligning with nationwide best practices
- Improve ReStore merchandising and optimize product mix
- Promote capabilities of the HAC

- Develop GSA expansion plan for Darke County
- Develop detailed sales report with sales, quantities and margins for each product category at the ReStore

3) Fund the Mission

- Fundraising will be done as needed in the short term
- Build strategic financial reserves to minimally acceptable standard
- Coordinate communication with donors, volunteers and customers across all sectors of the organization

- Develop operations report to improve communication with donors, volunteers and customers
- Maintain 2 yrs. of "operating funds."

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Top Priorities

Activities

Metrics & Targets

4) Grow The Number Of Families Served

- Continue coaching of applicants during the family selection process
- Develop and market monthly basic home maintenance training to partner families and the community
- Create and implement pre-purchase and post-purchase education programs
- Evaluate the impact of Habitat homeownership

- Train office staff on Habitat's programs and marketing efforts
- Improve marketing tools and communication methods
- Develop home maintenance training program
- Develop pre-purchase and post-purchase education programs

5) Grow Home "Building" and Repair Capacity

- Secure land parcels in Troy, Piqua and Sidney and seek additional land opportunities to prepare for future needs
- Market our Repair program to the community and pursue rehab-housing market
- Implement jobsite processes (safety, scheduling, construction manual, punch lists, etc.) for rehabs and repairs
- Implement competitive bidding and cost containment practices
- Leverage relationships within the community to get the best pricing on materials and professional labor

- Keep pursuing land bank donations of parcels that are of interest to the affiliate
- Secure funds and act quickly when land opportunity surfaces
- Develop standard processes for safe and quality rehabs/repairs
- Develop list of professional contacts for bidding projects

6) Grow Our Profile In The Community

- Increase social media and marketing efforts, celebrating and sharing positive outcomes and impacts to broaden Habitat's visibility in the community
- Cultivate organizational voice to be a thought leader in housing
- Maintain a seat at the table with community conversations regarding housing and social services
- Promote and support policy changes and developments in line with Habitat's mission and core values

- Develop a marketing activities plan
- Participate in major housing related meetings and promote Habitat's various programs (volunteering, rehabs, repairs, new housing, etc.)

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Top Priorities

Activities

Metrics & Targets

COMMUNITY IMPACT

7) Grow Volunteer Opportunities

- Develop construction & ReStore volunteer programs to recruit additional volunteers, expand volunteer utilization and improve training and recognition
- Grow the number of regular volunteers at the jobsite and ReStore
- Continue participation in Habitat's international volunteer program and expand awareness of Habitat's global mission

- Develop volunteer training programs
- Market Habitat's volunteer programs to the local community (schools, companies, etc)

SECTOR IMPACT

8) Partner to Increase Shelter Access

- Support market approaches that increase products, services and financing for affordable housing
 - DE&I in Communities
 - Aging in Place
- Promote policies and systems that advance access to adequate, affordable housing.
 - Cost of Home Program
 - Neighborhood Revitalization and Affordable Housing Coalition

- Continue supporting and promoting products and policies that help drive Habitat's mission, vision and priorities

SOCIETAL IMPACT

9) Inspire Action to End Poverty Housing

- Serve as a leading voice in growing awareness of housing as a critical foundation for breaking the cycle of poverty
- Speak at meetings, interact with non-profits, churches and community centers to grow awareness of housing as a critical foundation for breaking the cycle of poverty

- Continue promoting Habitat's mission, vision and priorities as ways to help mitigate housing issues in the areas we serve



Habitat for Humanity of Miami and Shelby Counties, OH

- Notes: