



# Habitat for Humanity of Lee and Hendry Counties 2020 Strategic Plan

Update adopted September 2016

**Seeking to put God's love  
into action, HFH will...**



*Habitat's vision is a world where everyone  
has a decent place to live.*

Our Mission:

Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope.

*By aligning with one global strategic plan, we strengthen our ability to deepen our collective impact to exponentially serve more families while recognizing the diverse contexts in which we work.*

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:

**build**  
**Community Impact**  
IMPROVE HOUSING CONDITIONS.

- Serve families through sustainable construction and housing support services.
- Leverage shelter as a catalyst for community transformation.
- Grow capacity to serve the most vulnerable, the disaster-affected and the urbanizing world.

*Help 650,000 people annually improve their shelter situation.*

**build**  
**Sector Impact**  
PARTNER TO INCREASE SHELTER ACCESS.

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

*Create housing opportunities for 2.5 million people annually through market development and 25 million by 2020.*

**build**  
**Societal Impact**  
INSPIRE ACTION TO END POVERTY HOUSING.

- Serve as a leading voice in growing awareness of housing as a critical foundation for eliminating barriers to a better, healthier, more financially stable life.
- Mobilize volunteers as hearts, hands and voices for the cause of adequate, affordable housing.

*Mobilize 2.5 million people annually to join the cause of affordable shelter.*

**build**  
**a Sustainable Organization**  
MOBILIZE RESOURCES AND STEWARD THEM FAITHFULLY.

- Fund the mission.
- Grow skills and leadership capabilities.
- Operate with excellence.

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*HfHLHC will improve our capacity to mobilize financial and human resources and steward them faithfully*

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Objective	Approach	2020 Target
<i>Fund the mission</i>	➤ Increase sustainable contributions	➤ Increase non-sales tax contributions by \$100,000/year to at least \$2.1 million ➤ Secure maximum CCTCP allocation allowed by SSO/State.
	➤ Increase support from Hendry County	➤ Maintain minimum \$150,000 and broaden sources.
	➤ Increase ReStore Profits	➤ Increase ReStore net income to \$750,000.
	➤ Maximize capture of available gov't grants	➤ Secure at least \$1,500,000/year.

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Objective	Approach	2020 Target
<b>Grow Skills and Leadership Capabilities</b>	<ul style="list-style-type: none"> <li>➤ Increase number and effectiveness of volunteers</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increase volunteer hours by at least 25% over '15/'16 to meet ReStore and Construction goals.</li> <li>➤ All construction volunteers are offered training in Habitat's mission and methods, and the majority are trained for the required key construction tasks.</li> <li>➤ Volunteers in leadership positions receive regular and consistent training and recognition.</li> <li>➤ Board Directors have max two unexcused meeting absences, attend min of 2 other events, and 100% contribute financially every year.</li> </ul>

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Objective	Approach	2020 Target
<b>Grow Skills and Leadership Capabilities</b>	➤ Expand staff's skill base through continuous development	➤ Every level of Habitat staff is well trained for their position and our bench strength is increased. A leadership succession plan is in place.
<b>Operate with Excellence</b>	➤ Reduce homeowner delinquency rates	➤ Maintain 90+day rate no greater than 3%; with overall no greater than 6%.
	➤ Achieve HfHI Affiliate of Distinction	➤ Submit application in fall 2016
	➤ Maintain favorable ratings with agencies	➤ Maintain 4 star rating with Charity Navigator.
	➤ Make better use of technology	➤ Technology is utilized to streamline internal operations and improve efficiency and customer/volunteer experience.

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<b>Objective</b>	<b>Approach</b>	<b>2020 Target</b>
<b>Operate with Excellence</b>	<ul style="list-style-type: none"><li>➤ Align messaging with HFHI</li><li>➤ Evaluate potential cost efficiencies in home production while maintaining/improving quality</li></ul>	<ul style="list-style-type: none"><li>➤ All communications are consistently in sync with HfHI.</li><li>➤ Develop and implement a quality improvement program and limit rework to max \$250/house.</li></ul>



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***HfHLHC will serve more than 300 families annually through expanded services***

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<b>Objective</b>	<b>Approach</b>	<b>2020 Target</b>
<b>Serve families through sustainable construction and housing support services</b>	➤ Increase sustainable number of annual home closings	➤ Achieve at least 65 closings/year.
	➤ Expand non-Habitat counseling services to include fore- closure prevention & pre-purchase	➤ Obtain HUD approval as a counseling agency and counsel at least 200 non-Habitat families annually.
	➤ Strengthen/continue post-purchase homeowner relationships	➤ All homeowners are touched at least 4X/year.
<b>Leverage shelter as a catalyst for community transformation</b>	➤ Grow Neighborhood Revitalization program	➤ Make an impact in at least one neighborhood and serve at least 60 families/year through critical repairs and/or Brush with Kindness.
<b>Grow capacity to serve the most vulnerable, disaster affected &amp; urbanizing world</b>	➤ Continue to tithe and strategically designate countries of receipt	➤ Tithe as per current 3-year plan.

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*HfHLHC will increase and leverage its partnerships and broaden its approach to increasing access to affordable housing in our community and state*

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Objective	Approach	2020 Target
<p><b>Support market approaches that increase products, services and financing for affordable housing</b></p>	<ul style="list-style-type: none"> <li>➤ Think more broadly about opportunities to support more diverse elements of affordable housing as we pursue our goals</li> </ul>	<ul style="list-style-type: none"> <li>➤ At least one new initiative, policy, or product will have been implemented based on the learning from prior years.</li> </ul>
<p><b>Promote policies and systems that advance access to adequate, affordable housing</b></p>	<ul style="list-style-type: none"> <li>➤ Assist in convening a coalition of housing stakeholders to identify service gaps, policy needs or opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Through the coalition, we will have created and/or preserved sustainable funding for affordable housing, and supported the expansion of needed services to empower consumers to make responsible borrowing decisions and prevent foreclosure.</li> </ul>

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***HfHLHC will increase its advocacy around the need for affordable housing***

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<b>Objective</b>	<b>Approach</b>	<b>2020 Target</b>
<b>Serve as a leading voice in growing awareness of housing as a critical fnd'tn</b>	➤ Improve efforts to capture and communicate the real-life results of our work	➤ We will have quantitative information about the impact of homeownership on our families that can be used to support our fundraising and advocacy efforts.
	➤ Continue to raise visibility of global mission through tithe	➤ Our involvement in international building will be well known and we will host at least 12 GV volunteers annually.
<b>Mobilize volunteers as hearts, hands and voices for the cause of adequate, affordable housing</b>	➤ Educate local volunteers more fully about the need and Habitat's solution	➤ Normal communication channels will include the need & priority
	➤ Establish an advocacy committee to review and recommend policy positions to the Board and oversee implementation	➤ We will have an existing educated group to assist in establishing policy positions and a developed network of advocates able to influence local and state decision making.

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