



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.

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

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.

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

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

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

Objective	Approach	2020 Target
Grow Skills and Leadership Capabilities	➤ 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.
Operate with Excellence	➤ 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.

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

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

HfHLHC will serve more than 300 families annually through expanded services

Objective	Approach	2020 Target
Serve families through sustainable construction and housing support services	➤ 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.
Leverage shelter as a catalyst for community transformation	➤ 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.
Grow capacity to serve the most vulnerable, disaster affected & urbanizing world	➤ Continue to tithe and strategically designate countries of receipt	➤ Tithe as per current 3-year plan.

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

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

HfHLHC will increase its advocacy around the need for affordable housing

Objective	Approach	2020 Target
Serve as a leading voice in growing awareness of housing as a critical fnd'tn	➤ 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.
Mobilize volunteers as hearts, hands and voices for the cause of adequate, affordable housing	➤ 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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