



# HABITAT FOR HUMANITY OF WAKE COUNTY STRATEGIC PLAN 2016 - 2018



*Seeking to put god's love into action, Habitat for Humanity of Wake County brings people together to build homes, communities and hope.*

**TOGETHER, WE BUILD.**

## EXECUTIVE SUMMARY

April 2, 2015

Habitat Wake finds itself in a special place at an exciting time. We bring a tested and proven model accompanied with a widely respected global brand. Wake County is prospering with a strong economy, extensive growth, and positive spirit of community. All is not rosy, as this same prosperity has the potential to severely reduce the affordability and availability of housing. Habitat Wake is well positioned at the intersection of this prosperity and need dichotomy to have significant impact. The intention of this plan is to propel the organization and the community toward action that will reduce the overall housing need in the county and in the global communities which we support.

The focus of the plan is, for the first time in Habitat Wake's history, focused on having measurable impact on the growing need for housing. The plan calls for directly addressing 1% of the local housing need and indirectly an additional 3% of this need through advocacy efforts. The plan also calls for growing our financial commitment to global housing efforts three fold over the plan period. Global results can be achieved at much lower rates of investment though the housing need is significantly larger and more acute.

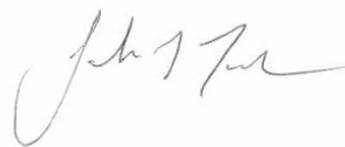
The plan contains a major focus on community engagement and seeks to double the organization's current level of engagement to the level of 5% of the county's overall population. This is a key component of building a strong advocacy base that can influence the community's view of housing need for years to come.

The plan recognizes the need for the organization to continue building a strong and sustainable operation from which to support the plan objectives and understands the importance of the sustainability of the business model as a critical factor toward overall success.

God's people are by definition adventurous and visionary. The plan is an aggressive one that requires the organization to rely, as we have always, on God's provision and direction. This plan has been prayerfully considered and with continued commitment to listening to God's leading, we open ourselves and the organization to transform in ways that cannot be anticipated at the onset of the plan. We enter this plan humbly and simultaneously filled with excitement about the difference that can be made in the lives of individual families and the community as a whole. Please join us!



Kevin Campbell  
*President/CEO, Habitat for Humanity of Wake County*



John S. Towles  
*Board Chair, Habitat for Humanity of Wake County  
Sr. VP/Client Development Officer,  
Paragon Commercial Bank*

**OUR MOTIVATION:** *Putting God's love into action*

Motivated by the belief that each of us is called to “act justly, love mercy and walk humbly with our God,” Habitat Wake County seeks to be a partner and catalyst in building communities where everyone has the opportunity to thrive.

**OUR METHOD:** *Bringing people together*

Habitat Wake County believes that no one lives in dignity until everyone can live in dignity. When the broad community is engaged in addressing the urgent need for adequate, affordable shelter, we all become less vulnerable and more resilient. In bringing people

together, Habitat practices a philosophy of “a hand up not a handout” and builds on existing community assets: financial, physical, natural, human, social and spiritual.

**OUR IMPACT:** *Homes, communities and hope*

In seeking truly transformed communities, Habitat views bringing people together not only as a way to deliver a product – improved housing- but as an essential process for building hope and belief that healthier communities are achievable and beneficial for all. When we work together, statistics become faces with names, stereotypes are broken and everyone has the opportunity both to give and receive.

**OUR MISSION, VISION AND PRINCIPLES**

## HOUSING AS BOTH A PROCESS AND A PRODUCT

*is necessary to create lasting family and community impact.*

Housing as a product improves household health and well-being, leading to increased time on the job and in school: this contributes to family income and education, both essential to breaking the cycle of poverty. Housing as a process focuses on building community cohesion that in turn can lead to systemic change, more broadly reducing vulnerability to the cycle of poverty.

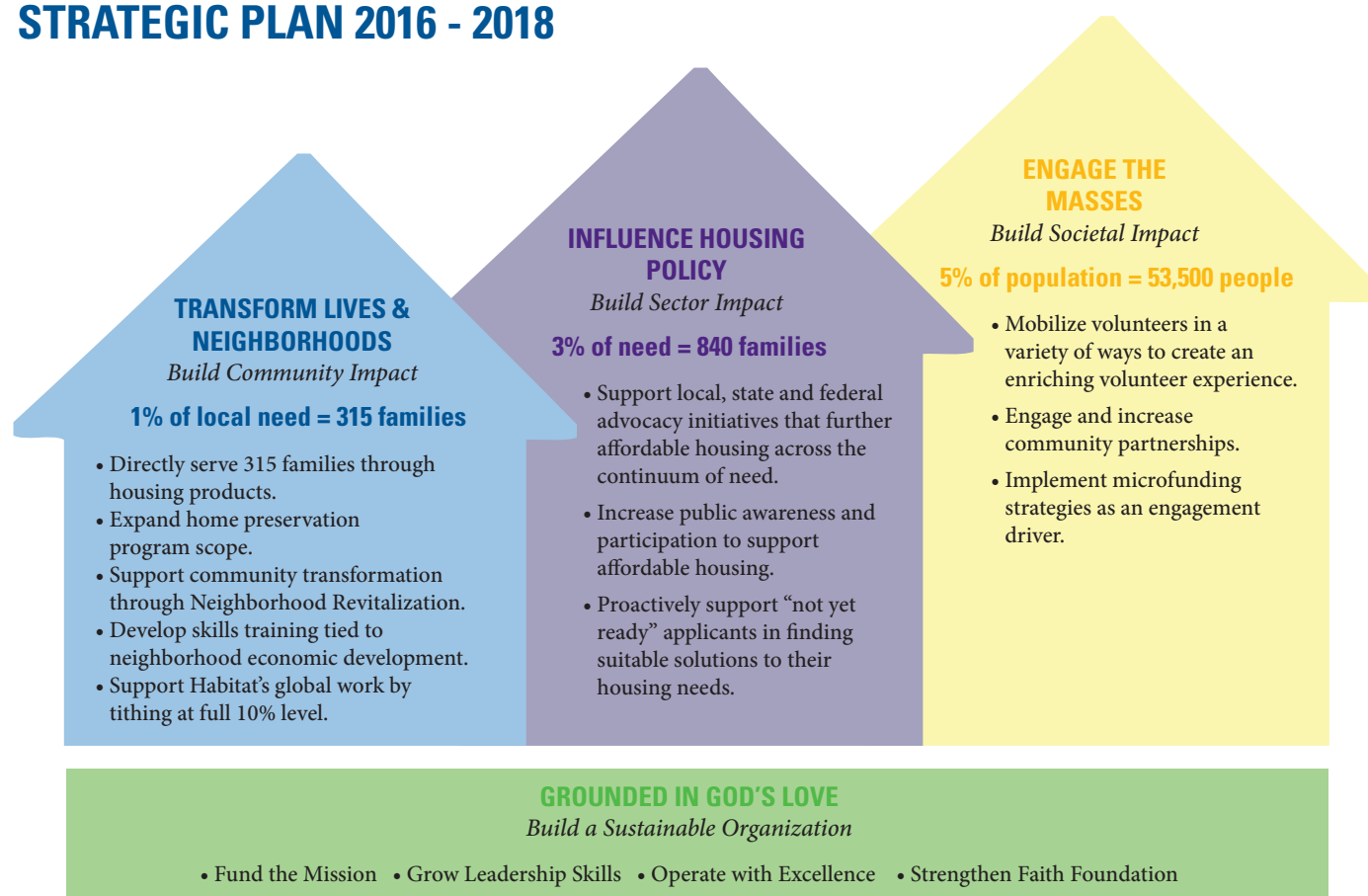
## OUR BUSINESS MODEL

- Serve families through new, rehab and repair construction.
- Support community transformation through Neighborhood Revitalization.
- Provide opportunities for wealth building by providing low cost capital rather than charity.
- Raise the success for families in generational poverty through a variety of training and education services.
- Continue to diversify our revenue streams.



HABITAT WAKE

## STRATEGIC PLAN 2016 - 2018



*You have been faithful over a little. I will set you over much." Matthew 25:23*





### BUILD COMMUNITY IMPACT

**Direct Engagement:** The foundation for these changes begins with continued direct engagement with families and communities, demonstrating what is possible when people from all segments of society work together to address the problem of poverty housing.



### BUILD SECTOR IMPACT

**Markets, Policies and Systems:** HFH's scaling strategy builds on the success of our direct engagement with the broader housing sector, Habitat can influence the way others in the public, private and nonprofit worlds think about housing issues and how to address them. By engaging with applicants not yet ready for homeownership, we will build the pool of potential homebuyers for the future.



### BUILD SOCIETAL IMPACT

**Awareness and Engagement:** By engaging a significant portion of the population Habitat Wake advances its ability to promote awareness of housing as a critical foundation in breaking the cycle of poverty when we successfully mobilize volunteers and donors for the cause of affordable housing.





## GROUNDING IN GOD'S LOVE

### *Build a Sustainable Organization*

As a Christian ministry that humbly works in partnership with God to serve those in need of adequate housing, we confess our shortcomings while seeking to be a best-in-class organization that:

- Is inviting and inclusive of everyone in all areas of operations
- Values diversity in leadership, staff, volunteers, donors and partners
- Operates at the highest standards of business excellence in all practices
- Is willing, in faith to strategically evolve the organization on behalf of those in need and rely on the promises of God's provision

## STRATEGIC OBJECTIVES

## HABITAT WAKE APPROACH

## METRICS AND TARGETS

### *Strengthen Faith Foundation*

Deepen prayer & theological reflection of Board, committees, and staff.

Establish Habitat Worship Celebration Service.

Expand congregations serving in every area of Organization (volunteers, donors, advocates).

Theological resources for board, committees, staff.

World Habitat Day worship service.

20% of county's congregations involved contributing \$.75M annually with 10% involved in advocacy campaigns.

### *Fund the Mission, Increase Diversity of Revenue and Sources*

Explore raising debt capital from individual sources.

Leverage mortgage capital.

Expand the use of social media and technology as a philanthropic platform.

Expand ReStore footprint and profitability.

Develop \$3M proprietary loan fund.

Secure \$11M from lenders.

Achieve \$2.5M in ReStore net FY18. Open 2 additional stores - Wake Forest & NW Raleigh, refresh plans, upgrade Cary and Raleigh stores.

Aggressively expand philanthropic outreach.

Expand donations by 10% annually across all channels and by developing new microfunding strategies.



## STRATEGIC OBJECTIVES

### *Grow Skills and Leadership Capabilities/Expand Diversity*

## HABITAT WAKE APPROACH

## METRICS AND TARGETS

Expand staff capabilities by providing opportunities for professional development and identifying leadership potential.

Formalize succession planning.

Maintain a desirable and attractive place to work.

Expand recruitment strategies to ensure a diverse pool of applicants.

Experience regrettable turnover rates below industry averages and declining.

Develop comprehensive succession plan in FY16.

Compensate at or above prevailing market rates with all full time staff compensated at/above living wage.

Applicant pool is reflective of the community demographics. Engage NR communities and partner families in recruitment strategies.

### *Operate with Excellence*

Meet and exceed all worksite safety standards.

Actively learn from the HFH affiliate network. Identify and implement best practices as discovered.

Become a leader among affiliates in leading metrics of impact.

Ensure that safety manuals and training programs are updated and widely shared.

Attend HFH trainings and actively seek out affiliate best practices across all operations.

Lead the ReStore network in overall profitability.

Become the most generous U.S. affiliate in support of HFH's global mission.

Achieve "top 5" status among U.S. affiliates for housing production.

Be a national resource for NR and partner family /NR resident empowerment.

Be a national model for housing advocacy.

Provide adequate physical facilities for expanded production.

Secure construction warehouse space.



## TRANSFORM LIVES AND NEIGHBORHOODS

### *Build Community Impact*

Directly serve 1% of local housing needs (315 families). Partner globally. Revitalize neighborhoods through community empowerment.

### STRATEGIC OBJECTIVES

*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*

### HABITAT WAKE APPROACH

Expand new construction & rehabs.  
Research higher density construction model.  
Continue repairs of owner occupied homes.  
Tailor mortgage products and cost recovery.  
Expand land bank.  
Research housing & land use models

Build indigenous neighborhood leadership capacity.  
Resident engagement to develop and implement formal revitalization plan.  
Develop construction and retail skills training program as primary economic development strategy.  
Implement Individual Development Account (IDA) program.  
Develop strategies to raise success for families in generational poverty.

Reach true biblical tithe level of 10%  
Deepen partnership with Honduras, Malawi & Cambodia.  
Offer Global Village short term mission experiences.

### METRICS AND TARGETS

180 new construction or rehabs.  
Assessment completed, cost / efficiency measured.  
135 homes/ up to \$7,500 per project  
Optimize use of balance sheet capital to support current production.  
210 lots for 3 year land bank  
Develop 10 year land use strategy.  
3 new NR coalitions formed.  
3 new NR community plans formed, 3 new NR plans in implementation phase.  
Train 90 partner family & NR residents in construction and retail trades.  
Enroll 120 partner family & NR residents in IDA program.  
Survey partner families determining education and income advances.  
Tithe 10% of undesignated funds to impact additional 300 families in Honduras, Malawi & Cambodia.  
Offer annual GV experience to Honduras and once each to Malawi and Cambodia.





## INFLUENCE HOUSING POLICY

### *Build Sector Impact*

Indirectly serve 3% of local housing need. 840 families.

### STRATEGIC OBJECTIVES

*Support market approaches that increase products, services and financing for affordable housing*

*Promote policies and systems that advance access to adequate, affordable housing*

### HABITAT WAKE APPROACH

Promote passage of city of Raleigh Affordable Housing Bond at expanded funding level.

Bolster growth of State Housing Trust Fund.

Support HFHI federal policy agenda

Lend support to initiatives across the housing need continuum.

Lead efforts for statewide General Assembly lobby day.

Develop & launch public awareness-raising campaign.

Develop interventions to engage families not yet ready for homeownership (referral, education, engagement).

### METRICS AND TARGETS

Passage of Bond by 2018.

Annual funding commitment grows beyond current \$6.8M appropriation.

Advocacy communications include HFHI legislative agenda actions. Communications include support and awareness of non-homeownership affordable housing needs.

100 local citizens participate in 2018

350 subscribers to Advocacy communications.

Trends in media/website impressions.

Creation of advocacy page on website.

10% of “not yet” applicants meet their housing need through referrals or successful reapplication.



## ENGAGE THE MASSES

### *Build Societal Impact*

By 2018 engage 5% of Wake County population annually as partner families, volunteers, donors, and advocates.

### STRATEGIC OBJECTIVES

*Mobilize volunteers as hearts, hands and voices for the cause of adequate, affordable housing*

*Serve as a leading voice in growing awareness of housing as a critical foundation for breaking the cycle of poverty*

### HABITAT WAKE APPROACH

Improve volunteer processes and recruiting strategies.

Develop family friendly volunteer opportunities.

Expand repetitive volunteer programs.

Improve volunteer experience.

Explore alternative fundraising efforts.

ReStore donor expansion.

Expand invitation for ReStore shoppers to be donors.

Formalize collaborative partnership with complementary local agencies.

Offer education initiatives to equip board, staff, partner families, volunteers & donors as housing advocates.

### METRICS AND TARGETS

22,000 general volunteers.

Volunteer satisfaction rating  $\geq 97\%$   
Regular weekday construction crew grows to 100 members, in FY16.  
5,000 philanthropic donors.

20,000 ReStore donors.

6,000 ReStore shopper donors.

Target: StepUp Ministry, YMCA, Home Builders Institute, Jobs for Life, NC State University, Capital Area Workforce Development, Housing Continuum organizations.

53,000 advocacy engagements (curriculum participation, on-site activity participation, ReStore messaging, presentations to faith groups, civic groups, and corporations.

1,000 advocacy actions (legislative visits, petition signing, re-tweets and shares).