



Build a Sustainable Organization

Habitat for Humanity of Lenawee County

Goal: Build A Sustainable Organization

Strategic Objective	Approach	Metrics and Targets
<i>Fund the Mission</i>	<ul style="list-style-type: none">• Leverage the ReStore	<ul style="list-style-type: none">• Maximize POS system<ul style="list-style-type: none">○ Develop strategy to expand POS and implement improvements (2018-2019)• Set and attain sales/dollars per square foot goals<ul style="list-style-type: none">○ \$40/sq. ft. (2018-19)○ \$45/sq. ft. (2019-20)○ \$50/sq. ft. (2020-21)• Increase sales and donations<ul style="list-style-type: none">○ Maximize use of SalesForce○ Implement strategies to leverage floor display space and move inventory more quickly○ Consistently identify higher quality donations• Develop robust social media and web presence for ReStore<ul style="list-style-type: none">○ Utilize new website to increase marketing and ecommerce opportunities (2018-2019)○ Identify volunteer or intern to assist with social media needs (2018-2019)○ Identify most profitable social media networks for increasing sales, inventory turnover and quality of donations (2019-2020)

- Enhance finance strategy
 - Determine optimal revenue stream mix to ensure financial stability of the affiliate (ongoing)
 - Execute debt elimination strategy (ongoing)
 - Complete proformas required to transition back to new construction (2018-2019)

- Set mortgage strategy
 - Review and define mortgage portfolio mix (Finance Committee – annual) mortgage portfolio mix (annual)
 - Identify new mortgage products (ongoing)
 - Support the Michigan Fund in enforcing established collection policies

- Develop partnerships with other organizations
 - Leverage existing partnerships and continue to seek new partnerships.

- Build church sponsorships
 - Identify churches and faith relations partners (2018-2019)
 - Develop and host a Faith Build (2019-2020)

- Grow support of the mission
 - Develop theme builds (Women’s Build, Faith Build, Veterans Build, etc.)
 - Increase GIK
 - Create marketing materials to target trade GIK (2019)
 - Seek property donations to meet homeowner requirements
 - Expand planned giving opportunities
 - Engage board members in developing a planned giving strategy (2018-2019)
 - Create a list of planned giving contacts and develop targeted marketing materials, engage contacts (2019-2020)
 - Board Giving
 - Development director continues to cultivate board members involvement and giving to the affiliate.
 - Expand affiliate relationships through Board members individual networks (ongoing)

Grow Skills and Leadership Capabilities

- Grow a robust board that will serve as leadership of the affiliate.
 - Shift Governance Committee's focus from operational to strategic long-term board recruitment and development (ongoing)
 - Form by-laws review committee and begin review (2019)
 - Create secure board and staff online resource center (by 2019)
 - Implement any necessary by-law changes following board approval (2020)
 - Governance Committee defines optimal board member representation (mix of skills, professional affiliation, etc.) and recruits board members accordingly.
- Develop and execute succession planning
 - Execute 2 year plan to prepare for hiring a new ED (2019)
 - Staff to complete individual succession plans with detailed documentation of job roles/tasks and calendar timeframes (ongoing)
- Provide educational opportunities
 - Complete staff training as outlined in defined plans
 - Support NRI resident coalition development by providing resident leadership training
 - Provide quarterly educational sessions for the board
 - Have staff and board representation at the AIM and Global HFHI conference
 - Staff to participate in SSO topic councils

Operate with Excellence

- Develop and enforce SOP Policies
 - Comply with all HFHI policies
 - Submit all required reports
 - Complete Competent Person Training
 - Have a least one Qualified Loan Officer on staff at all times and have additional staff undergo QLO training (2019)
 - Strengthen HR procedures (employee onboarding, exit interviews, etc. (2018-2019)
 - Complete annual review of board approved policies
 - Analyze value of HFHI Restore Association (2018-2019)
 - Conduct performance reviews with goal setting
 - Complete annual ReStore facilities safety review

- Construction project management
- 90% of sale closure completed before construction of next house begins.
- Complete 5-to-7 year retroactive analysis of construction costs
- Grow strong committees
- Executive
 - Work with Governance Committee to establish leadership succession plan
 - Grow executive committee to provide strong leadership for the affiliate
- ReStore
 - Recruit marketing representatives to develop marketing strategies
 - Recruit those with a background in retail
- Site Selection Committee
 - Committee will increase involvement with city planning, zoning, land development, etc. with focus on long-term housing strategies
- Construction Committee
 - Develop new committee to include licensed builders and trades professionals (2018-2019)
 - Increase Construction Committee representation at board level
- Finance
 - Train new committee members in unique aspects of Habitat financials
- Homeowner services
 - Recruit new committee members and conduct ongoing training and education on topics such as Fair Housing.
- Improve operational efficiency
- Complete office expansion (2018-2019)
- Enhance technology
- Deliver superior customer service in the ReStore
- Conduct customer service training for staff and volunteers
- Research and develop customer loyalty program
- Engage employees in setting and achieving sales and donation goals



Build Community Impact

Habitat for Humanity of Lenawee County

Goal: Build Community Impact

Strategic Objective

Approach

Metrics and Targets

Serve families through sustainable construction and housing support services

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| <ul style="list-style-type: none"> ● Rehab to Energy Star standards or above
 ● Expand partner homeowner queue
 ● Transition to mix of new construction with rehabs
 ● Expand educational programs for homeowners | <ul style="list-style-type: none"> ● Establish a final HERS score to be 50 or less in all rehab projects annually. ● Prepare for transition to new construction by conducting staff training on energy efficiency standards
 ● Manage homeowner queue to ensure 12-15 month closing process. ● Recruit one new family per quarter.
 ● Complete new construction build (2018) ● Increase number of new builds (2019-2021)
 ● Prepare homeowner partners for financial success through community partnerships (training/education.) ● Utilize community partners to provide training in home maintenance. ● Partner with community organizations to educate homeowners and potential homeowners about housing rights, policies, and ordinances |
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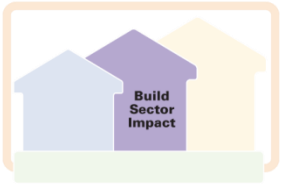
- Grow number of homeowners served
 - Complete 5 rehabs (2018-2021)
 - Complete 4 new construction (2018-2019)
 - Complete 9 critical home repairs (2018-2021)
 - Complete 25 Rock the Block repairs (2018-2021)
 - Leverage funding for repairs through FHLB/NIP, Consumer Energy, MISHDA.
 - Continue to serve as a facilitator for repair funding in the community.
 - Maintain at least one fair housing certified staff member.
- Expand NRI
 - Develop steps for NRI outcome management (2019)
 - Prepare for transition to second NRI focus area (2020)

Leverage shelter as a catalyst for community transformation

- Explore Affordable Rental Initiative
 - Engage NRI coalition in exploring Affordable Rental Initiative (ARI)
 - Hold community forums to solicit feedback from renters
 - Build relationships with landlords
 - Offer home education program to renters
- Explore lead remediation program
 - Leverage available community resources (ongoing)
 - Facilitate training for Construction Manager and other staff in lead remediation (2018-2019)
 - Utilize existing lead remediation program for HFHL houses (2018-2019)
 - Explore contractor role if funding increases and support is in place for county wide remediation programs (2019-2020)
 - Make recommendation to board on future lead remediation involvement of the affiliate (2019-2020) with board decision by 2020-2021
- Identify non-traditional housing solutions
 - Be open to and research non-traditional housing solutions (rentals, multi-unit housing, Live/Work model, etc.)
 - Keep abreast of other affiliates/Habitat International use of non-traditional housing

Grow capacity to serve the most vulnerable, the disaster-affected and the urbanizing world

- Leverage Habitat for Humanity brand recognition
- Be recognized as a community resource/advocate beyond our products and services.
- Contribute to the betterment of the community through representation at City Commission, Land Bank and Continuum of Care meetings.
- Lead by example for other participants in county placemaking initiative.
- Participate in community disaster response plan
- Have staff attend community disaster response trainings



Build Sector Impact

Habitat for Humanity of Lenawee County

Goal: Build Sector Impact

Strategic Objective	Approach	Metrics and Targets
<p><i>Support market approaches that increase products, services and financing for affordable housing</i></p>	<ul style="list-style-type: none"> • Increase property tax revenue for local communities. • Aging in Place initiative • Veterans Build Initiative 	<ul style="list-style-type: none"> • Promote impact HFHLC homeowners property tax revenues have on community. • Partner with Department on Aging and other organization to identify seniors county-wide for repair programs. • Work with NRI Coalition to identify senior citizens to serve in the NR Focus Area #1 • Increase number of senior citizens served through affiliate programs each year. • Engage community in supporting SSO Veterans Build program • Identify and serve veterans in our NR focus area #1 that are eligible for the affiliates repair program (2019-2020) • Recruit veteran homeowner for veteran build (2019-2020) • Complete veterans build (2020-2021)

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

- Serve as a catalyst for affordable, quality rentals by partnering with agencies and local government to reduce evictions, improve conditions of rental properties, reduce rent prices and reduce the rate of non-owner occupied properties.
- Partner with Land Bank to increase percentage of home ownership in the city (reduce % of land bank homes becoming rentals.)
- Facilitate monthly landlord meeting
- Advocate for legislation and changes in court proceedings to reduce evictions
- Strategize how to improve overall conditions of rental properties
- Strategize how to reduce rental rates
- Advocate for improved ordinances to support local code enforcement
- Develop awareness and strategies to minimize the impact of gentrification
- Education & awareness - Develop awareness of gentrification through education of staff and board.
 - NR Manager to study effects of gentrification (2018-2019)
 - Educate NRI coalition and staff (2019-2020)
 - Educate external partners (local government, community) and the board (2020-2021)
 - Third year – recommendation for future steps, develop plans for 4 & 5th year



Build Societal Impact

Habitat for Humanity of Lenawee County

Goal: Build Societal Impact

Strategic Objective	Approach	Metrics and Targets
<p><i>Serve as a leading voice in growing awareness of housing as a critical foundation for breaking the cycle of poverty</i></p>	<ul style="list-style-type: none"> • Create awareness around issues in community related to housing. • Increase presence in the community. 	<ul style="list-style-type: none"> • Advocate for affordable housing at all levels of government. • Advocate for the creation of a housing plan with local government. • Advocate for city housing plan and comprehensive community plan. • Attend more community events, fairs, festivals, etc. to recruit more volunteers/donors and provide opportunities for volunteers to serve and advocate for affordable housing. • Mobilize faculty, administrators and campus chapter advocates from local colleges.

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

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- Develop successful volunteer program
 - Recruit veteran volunteers in support of affiliates Veterans initiative
 - Develop relationships with senior organizations to identify committed volunteers
 - Recruit senior volunteers in support of affiliate’s Aging in Place initiative
 - Increase participation of HFHI Care-A-Vaners in construction
 - Host affiliate’s first Americore NCCC (2018, 2nd in 2020)
 - Host first-time collegiate challenge groups (2019)
 - Research possibility of Jackson College campus chapter
 - Increase volunteers from churches
 - Host volunteer recruitment and recognition events
 - Utilize volunteers from campus chapters
 - Develop volunteer milestone program
 - Continue to utilize volunteers through AARP job training program through the ReStore.
 - Engage community in supporting the SSO Veterans Build program.
 - Engage individuals and veterans organizations to partner with for the veterans build initiative.
 - Utilize technology to improve volunteer program
 - Maximize Salesforce to cover all technology needs for volunteer scheduling and recruitment database
 - Use social media and website to promote and develop volunteer program
 - Conduct volunteer satisfaction surveys
 - Develop advocates for affordable housing
 - Promote Habitat on the Hill to board members, staff and volunteers with the goal of sending a volunteer or staff representative and campus chapter representative by 2021
 - Increase involvement of campus chapters
 - Equip campus chapter members for advocacy to reach their community

