



Greater Fredericksburg Habitat for Humanity 3-Year Strategic Plan

Purpose:

The 2017-2019 Strategic Plan is intended to outline a three year plan for Fredericksburg Habitat. It was approved by the Board of Directors in December 2016. Our intent is to align our overall strategies with Habitat for Humanity International (see graphic on Page 2) while focusing on our local impact on the community and metrics. After this plan is adopted, the next step is to develop a comprehensive operating plan to help guide staff and the board in the implementation process.

Mission:

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

Vision:

A world where everyone has a decent place to live.

Strategic Vision:

Greater Fredericksburg Habitat for Humanity creates impact throughout the greater Fredericksburg area supported by a dedicated staff, an engaged Board of Directors, an involved business community, and motivated volunteers with a focus on homes, revitalizing neighborhoods, and strong and self-reliant families.

Metrics and Targets:

- ✓ Minimum of 5 families attain homeownership through a 3 year period
 - ✓ 75 additional families served through all programs
 - ✓ Expansion of financial literacy services throughout the greater Fredericksburg area, follow up partnerships
 - ✓ Cultivate, train, and retain dedicated staff
 - ✓ Sustainable portfolio of funding
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- ✓ Strengthen and grow ReStore
 - ✓ Further develop Board's capacity and performance
 - ✓ Communicate efficiently and transparently within the organization and to the public

Global Objectives:



Build Community Impact

Strategic Objectives:

Serve families through sustainable construction and housing support services and leverage shelter as a catalyst for community transformation.

Fredericksburg Habitat Approach:

Emphasize approach to being in outside/various financing partners, education.

Metrics and Targets:

- ✓ Build 1 to 2 homes a year
- ✓ Develop a Land Acquisition Plan - review quarterly
 - Maintain 3-5 buildable lots in inventory
 - Research, create, and implement plan for alternative paths to homeownership (rehab, renovation, and alternative loan products)
- ✓ Regularly attend United Way meetings - staff rotation
- ✓ Develop strong collaborative partnerships, 6 networking, MoUs regarding serving our mission of affordable housing
- ✓ Increase Social Media in conjunction with partners

Build Sector Impact

Strategic Objective:

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

Fredericksburg Habitat Approach:

Strengthen and leverage partnerships to promote and gain access to funds for affordable housing

Work with City and Counties in securing land for future builds

Communicate that Habitat values partnerships with the community (churches, city, neighborhood groups, schools, youth, employers, etc.)

Metrics and Targets

- ✓ Meet with City and County officials to annually determine needs as well as land and expansion opportunities
- ✓ Attend at least 6 local housing networking meetings a year
- ✓ Highlight partnerships in newsletter, social media, presentations, etc.
- ✓ Securing Land and Infrastructure for future builds
- ✓ Eliminate after Community - Community suffices all areas

Build Societal Impact

Strategic Objective:

Greater Fredericksburg Habitat for Humanity will mobilize volunteers, value partnerships and communicate the importance of affordable housing

Fredericksburg Habitat Approach:

Expand and further develop a comprehensive volunteer plan
Promote the global impact of Habitat International
Educate Board and volunteers around current affordable housing needs

Metrics and Targets:

- ✓ Facilitate a regular volunteer recognition
- ✓ Acknowledge volunteers in newsletter, website, local newspaper, social media, etc.
- ✓ Staff and Board promote Habitat for Humanity
- ✓ Regularly publicize success stories (newsletter, media outlets, social media, etc.)
- ✓ Speak to at least 3 service clubs annually
- ✓ Utilize media and other outlets to educate the community about affordable housing
- ✓ Meet with elected officials
- ✓ Quarterly community partnership events
- ✓ Internal communication in regards to mission and other opportunities in the community

Global Strategic Objective:

Build a Sustainable Organization

Fredericksburg Habitat Approach:

Greater Fredericksburg Habitat for Humanity will mobilize resources and steward them efficiently.

Metrics and Targets

1. Fund the Mission

- ✓ Develop a comprehensive resource development plan
- ✓ Secure a diversity of grants to develop a more sustainable revenue source
- ✓ Implement successful fundraising events
- ✓ Maintain ReStore business plan
- ✓ Enhance and nurture Habitat's involvement in the faith-based community

2. Grow Skills and Leadership Capabilities

- ✓ Grow capacity and performance of staff
- ✓ Utilize peer to peer learning opportunities
- ✓ Hold annual planning retreat
- ✓ Restructure and develop full and functioning committees
- ✓ Have a presence at Habitat International bi-annual conference
- ✓ A minimum of two Board members attend two Board development trainings per year
- ✓ Trainees will brief Board on training topics

3. Operate with Excellence

- ✓ Communicate efficiently and transparently within the organization and to the public
- ✓ Board members attend committee meetings at least once per year
- ✓ Monitor and Review Risk Management Plan
- ✓ Maintain up-to-date organizational chart, job descriptions, and committee information