



Habitat
for Humanity®
of Central Arkansas

Strategic Plan 2026



We build strength, stability and self-reliance through shelter.

Executive Summary

In January 2021, the central Arkansas Affiliate of Habitat for Humanity began the strategic visioning and planning process meant to serve as a guide for the five years leading up to the 50th anniversary of Habitat International in 2026.

Initial meetings between the planning consultant, David Monteith, and the board and staff were conducted via videoconferencing as a precautionary measure due to the ongoing Covid-19 pandemic. Those group conversations identified many of the key strengths and challenges of the affiliate. Further conversations were facilitated with the staff, both virtually and in-person to develop action plans which built upon the strengths of the affiliate.

As a first step in the strategic visioning process, both board and staff completed an organizational assessment using a diagnostic tool provided by Habitat International. Eight categories—Board of Directors, Construction, Property, Homeowner Services, Operations, Finance, Resource Development, and Staff—were ranked independently. The staff, led by the recently hired executive director, Kelly Fleming, received the highest rankings. Subsequent meetings with staff provided anecdotal evidence of a high degree of collegiality and respect among staff members. During the next five years, a top priority for the affiliate is to facilitate a positive and productive work environment.

In follow up conversations regarding the results of the organizational assessment, the absence of a distinct category for the ReStore was noted. This was particularly significant because the affiliate's ReStore was experiencing record levels of success. The ReStore in North Little Rock had recently been closed and merged with the ReStore in Little Rock. The consolidated storefront and operations provided significant financial and morale boosts during the stressful peak of the pandemic.

In addition to the success of the ReStore, another strength of the affiliate is the availability of land for future builds. Ironic because the "Property" section of the self-assessment received the lowest marks from staff and board. Large tracts in North Little Rock and southwest Little Rock had been purchased at below-market price or donated to the affiliate. This will allow resources normally devoted to property acquisition to be spent developing plans for optimizing the usage of the land. The gift of land also allows the construction team to expand and diversify the types of housing being built.

The affiliate expects to spend two years planning for the development of the southwest Little Rock property. The staff is looking forward to the development of the large piece of property as a model for testing the potential of new builds, programs, and policies. The Homeowner Services department will focus on strengthening the support services for homeowners. The affiliate plans to reenergize the volunteer program and engaging new volunteers. Similarly, the Neighborhood Revitalization program is eager to reengage and find new ways to promote the mission and the affiliate, albeit, not at its pre-pandemic levels.

Promoting the Habitat for Humanity mission alongside the grounded reality of new developments will provide the foundation for marketing and development plans. Advancing the mission of affordable housing will be a priority for the five-year period of this strategic plan. This document is designed to be dynamic—providing broad, long-term goals as well as specific plans for FY2022, while also being flexible and adaptable to changing circumstances. It will be reviewed and updated annually.



Strategic Plan Overview: Central Arkansas Affiliate

Developed by board and staff 2021

Governance

Priority: Partner with a strong and diverse board who generously share their knowledge, ideas, connections and financial support in a shared pursuit of impact.

Goal:

- Expand and train the board in order to reflect the diversity of central Arkansas and meet its affordable housing needs through long-range planning, expertise and fundraising.

Finance & Admin

Priority: Build best practices to instill confidence within all of our stakeholders that we are trustworthy stewards through maintaining adherence to Habitat's core values and financial transparency.

Goals:

- Develop financial policies designed to improve operations and clarify decision-making.
- Become a workplace of choice and reduce employee turnover

ReStore

Priority: Ensure interaction with the ReStore is an exceptional experience for shoppers, employees, and donors, thereby maximizing revenue to support the affiliate's impact.

Goals:

- Continue to foster a healthy workplace culture in the ReStore and build upon recent financial successes.
- Refine donation acquisition and research expansion.

Development/Marketing

Priority: Through relationship building and marketing, grow and steward the Habitat family to maximize financial support

Goal:

- Effectively sharing the mission of Habitat, inspire people to invest rather than donate.

Homeowner Services

Priority: Recruit and support Habitat homeowners with dignity and in a spirit of partnership that leads to their success.

Goals:

- Develop a robust homeowner support system and decrease delinquency rate and foreclosures.
- Maintain a steady, diverse stream of qualified applicants.

Real Estate/Construction/ Neighborhood Revitalization

Priority: Maximize our resources— human, property and programs—to do our part to create a Central Arkansas where everyone has a decent place to live.

Goals:

- **(REAL ESTATE)** Grow current efforts to identify and secure developable land/properties (through donation or purchase) in support of the affiliate's production goals.
- **(CONSTRUCTION)** Always be refining effective building operations while balancing key drivers (speed, quality, cost, volunteer utilization, etc.)
- **(NEIGHBORHOOD REVITALIZATION)** Re-evaluate and re-engage this worthwhile program to a determined level.

Advocacy

Priority: Partner with others to move the needle on affordable housing in Arkansas

Goal:

- Use our voice and our platform to educate and activate others.

Volunteers

Priority: Increase the number of times we meaningfully engage corporate, civic, faith-based, education, building professionals, retirees and more as volunteers for their enrichment and ours

Goal:

- Develop a strong volunteer network to help support and spread the mission of Habitat for Humanity.

Governance

Priority: Partner with a strong and diverse board who generously share their knowledge, ideas, connections and financial support in a shared pursuit of impact.

Goal: Expand and train the board in order to reflect the diversity of central Arkansas and meet its affordable housing needs through long-range planning, expertise and fundraising.

Estimated
implementation
date:

FY 2022–2026

- The Board class of FY22 will grow the board in size to a minimum of 16 and a maximum of 20 with age, gender, and race diversity added. Board members will be expected to serve on a minimum of one committee but no more than two. (Exception is officers). Due date: July 1, 2021. *KF and Governance Committee*
- A review of the committees by ED, staff, and governance committee will aim to decrease the number of committees, replacing some of the activities with task forces. Due by Aug. 1, 2021. *KF*
- Strengthen the resource development committee and include community volunteers with specific skill sets, i.e., financial planning and major gift solicitation
- Ongoing training for directors around fundraising and Habitat-specific info, including individual access to My Habitat, to occur a minimum of once per quarter in FY22. Board orientation (all board invited) in July 2021 will be first one. *KF and staff*
- Create an Emeritus Council to encourage active, meaningful contributions from former board members. Preliminary discussions to establish guidelines/tasks/calendar for Emeritus Council conducted by Sept. 30, 2021, with council to launch by Dec. 2021. *KF*
- The board will consistently enforce term limits in order to reflect the ever-changing diversity of central Arkansas and the needs of the affiliate.
- The board will consider adding an Advocacy Committee.

Potential budget implications for FY 2022:

None

Finance & Admin

Priority: Build best practices to instill confidence within all of our stakeholders that we are trustworthy stewards through maintaining adherence to Habitat's core values and financial transparency.

Goal: Develop financial policies designed to improve operations and clarify decision-making by:

<p>Estimated implementation date: FY 2022-2026</p>	<ul style="list-style-type: none"> • Continuously monitoring, investing, and deploying unrestricted capital in line with the organization's investment policy and organizational needs. Ongoing monthly dashboard reporting to the Board assessing unrestricted capital. • Develop annual revenue sources (fundraising, mortgages, ReStore, etc.) document to be used for external reference and internal annual budget setting for reasonable, equitable apportionment of revenue sources. • Promote continual actual-to-budget management by Directors to ensure expenses are effectively controlled and adhering to the strategic plan. • Work with Finance Committee and other vested parties to sharpen dashboard and financial reporting on an ongoing basis. Director of Finance to attend minimum of one webinar per quarter on accounting/finance related topic, and to maintain current understanding of accounting regulations. • FY22 - research the viability and availability of an accelerated asset recovery program or FlexCAP to maximize utilization of existing mortgages. Implement any plan during FY23-26. • FY22 - research and develop plan to improve accounting systems and automation (e.g., Bill.com, QuickBooks online, Intacct). Implement plan during FY23-26. • FY22 - create strong documentation of all administrative, finance, and accounting procedures and tasks to ensure succession plans are in place for key staff positions. • FY22 - Addressing IT needs with an IT audit and follow-up investments by the end of Sept. 2021. • Grow the Quasi-Endowment to \$1M by the end of FY2026.
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Goal: Become a workplace of choice and reduce employee turnover by:

<p>Estimated Implementation date: FY 2022</p>	<ul style="list-style-type: none"> • FY22 - Upgrade the work environment by making necessary building improvements to combat extreme heat and cold in the ReStore. <i>Estimated budgeted cost for FY22 of \$50,000.</i>
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<p>Estimated Implementation date: FY 2022-2026</p>	<ul style="list-style-type: none"> • Maintain strong and beneficial partnerships with external parties for excellent insurance, payroll support, and human resources needs. Ensure that all employment laws, regulations, and other compliance matters are followed, and that the organization is fully in compliance (rely on 3rd party expertise when needed). • Strive to provide exemplary compensation and benefit packages. • Revisit and update the handbook annually. • FY22 – Clean up and standardize all job descriptions for each separate position within the organization. Refine and standardize job performance appraisal system.
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Potential budget implications for FY 2022:

ReStore/Office renovations	Staff Development
IT needs	Accounting automation

ReStore

Priority: Ensure interaction with the ReStore is an exceptional experience for shoppers, employees, and donors, thereby maximizing revenue to support the affiliate's impact

Goal

Continue to foster a healthy workplace culture in the ReStore and build upon recent financial successes by:

Estimated implementation date:

FY 2022

- Creating a ReStore-specific marketing plan

ReStore Resource Development VISTA will be hired by Aug. 30, 2021, *by Kelly and Andrea*. By June 30, 2022, VISTA will have researched best practices, piloted, implemented and documented the plan for recurring use.

- Creating a strong ecommerce infrastructure: have more inventory visible online; research Facebook marketplace

VISTA (above) to research possible platforms, implement and document by June 30, 2022.

- Researching alternatives to leasing donation trucks from Ryder

James Bowling to research and present options to *Kelly and Andrea* by Oct. 15, 2021. (Confirm necessary cancellation date.)

- Applying for AmeriCorps volunteers and interns from UALR for ReStore-specific marketing functions

Received approval for VISTA in FY2021. *Kelly* to recruit and hire by Aug. 30, 2021.

- Improve marketing, customer service, and stewardship for ReStore donors and shoppers by:

~ optimizing our use of Clover through training and

~ researching and training on networking the donor database and point of sale system (Clover) or finding better alternative

~ researching options for customer feedback

~ utilizing HI's "learning Paths" for ReStore staff

~ Continuing to refine the ease of scheduling pickups and ensure call-to-pickup occurs in timely manner

~ *Andrea/James* responsible for scheduling Clover training for appropriate staff by Dec. 30, 2021. *Andrea/James* to schedule Learning Path training twice in FY2022.

VISTA to work with *Andrea and Darlene* for research and documentation on networking databases and receiving feedback by June 30, 2021. *Darlene* monitors call-to-pick-up turnaround and show monthly maintenance or decrease by quarter and track lost pickups and show quarterly decrease.

- Improving SEO around relevant search terms (e.g., "thrift stores")

Goals:

Refine donation acquisition and research expansion by

Estimated implementation date:

FY 2023–26

- Reviewing market analysis done by ReStore Committee
- Considering alternative locations for ReStore/offices
- If warranted, opening 1-2 more ReStores and/or donation sites
- Researching usefulness of being Construction Material or Furniture Focused in ReStore(s)
- Continue work on receiving quality donations from deconstruction, leftover goods from estate sales, and/or an acquisition specialist
- Continually expanding the number of ReStore-specific donors
- Using as a benchmark for expansion, the LR ReStore achieving \$1 million/year sales while maintaining 30+% net profit margin

Potential budget implications for FY 2022:

AmeriCorps (\$8,000),
Alternative to Ryder trucks (unknown),
Merit-based pay raises (unknown)

Development/Marketing

Priority: Through relationship building and marketing, grow and steward the Habitat family to maximize financial support

Goal: By effectively sharing the mission of Habitat, inspire people to “invest” rather than “donate”

Estimated implementation date:

FY 2022

Development:

- Implement monthly and planned giving programs
 - ~ By Dec. 31, 2021, we will develop collateral for monthly giving and by June 30, 2021, affiliate will have 10 new monthly givers. *Brad*
 - ~ By Dec. 31, 2021, a planned giving ask be included in all communications by June 30, 2022 we will have done a specific ask for planned gifts. *Brad & Kelly*
- Setting goals for donor retention
 - ~ By the end of the 1st quarter of FY 22 we will have verified donor retention numbers for 2021 and will have set a retention goal to reach by June 30, 2022. *Brad*
- Researching alternatives to Salsa for donor management
 - ~ By March 1, 2022, we will have researched at least 2 other CRM programs and will have made a decision for the 2023 fiscal year. *Brad*
- Developing and executing a donor appreciation strategy
 - ~ We will develop a simple donor appreciation strategy by Thanksgiving. *Kelly*
- Expanding the affiliate’s faith relations program for the purpose of financial support in addition to volunteer support
 - ~ By June 30, 2022, we will increase the number of faith partners who support us financially or with volunteers from 4 to 10. *Brad & Kelly*
- Increase the number of major gifts/major gift donors of \$1000 or more from 24 to 30 by June 30, 2022. *Brad & Kelly*
- Implement the Cars for Homes program on our website, in our newsletter, and on social media by the end of the first quarter of FY 2022. *Brad & Marketing Vista*
- Train staff and board to identify potential donors with an informal development session at the Board orientation in July, and then do a more formal board training by the end of the second quarter of FY 2022. *Brad & Kelly*
- Develop a special events strategy by July 31, 2022, which will confirm number of and makeup of special events for the 2022 fiscal year. *Brad & Kelly*
- By the end of FY 2022 we will have started a grant funding file with viable funding options for the SW Little Rock property. *Brad*

Marketing:

- Create a marketing plan for the affiliate by Sept. 30, 2021, and a marketing plan for the ReStore with a final version due by June 30, 2022. *Marketing Vista and Contract Marketing*
- Telling the story of Porter Cove in video and other formats

	<p>~ We will do a video feature with drone and camera footage on Porter Cove by Sept. 30, 2021. <i>Brad, Kelly, Marketing</i></p> <ul style="list-style-type: none"> • Telling the story of land donations to plant the seeds for future land donations <p>~ We will feature a story of a land donation in our newsletter and on our website in the FY 2022. <i>Marketing, Brad</i></p> <ul style="list-style-type: none"> • Considering the best use of "Make it a habit" signage <p>~ By July 30, we will have distributed all Make it a Habit signage by Restore and affiliate staff and we will determine the need for future signage. <i>Brad, Kelly, ReStore staff</i></p> <ul style="list-style-type: none"> • We will have the website audited by Sept. 30, 2021. <i>Marketing Staff/Vista</i>
<p>Estimated implementation date: FY 2023-2026</p>	<ul style="list-style-type: none"> • <i>Development.</i> Considering a capital campaign feasibility study for the SW Little Rock property • <i>Marketing.</i> Considering hosting/sponsoring events, such as power tool demonstrations, monthly DIY classes, or a series of DIY videos
<p style="text-align: center;">Potential budget implications for FY 2022</p> <p>Marketing plan Website audit Professional video for telling the story of Porter Cove</p>	

Homeowner Services

Priority: Recruit and support Habitat homeowners with dignity and in a spirit of partnership that leads to their success.

Goal: Develop a robust homeowner support system and decrease delinquency rate and foreclosures by:

Estimated implementation date:

FY 2022

- Strengthening pre- and post-purchase education for homeowners with quality outsourced materials and partnerships
- Capitalizing on current funding trend for financial literacy by researching and applying for available grants
- Updating and completing the Homeowner Maintenance Manual by Dec. 31. *Jeff and Kelley S.*
- Creating a homeowner stewardship plan that includes informal homeowner relations after closing (e.g., celebrating when homebuyers pay off their mortgage, picnics, holiday parties, birthday cards, etc.) by Dec. 31. *Jeff*
- Developing a homeowner network similar to an alumni network. Research other affiliates and draft a plan by June 30, 2022. *Jeff*
- Monitoring the delinquency report each month and offering counsel and options when needed. *Kelley S and Jeff*

Goal: Maintain a steady, diverse stream of qualified applicants (at least 5 per year) by:

Estimated implementation date:

FY 2022

- Ensuring everyone involved in Homeowner support and selection participates in ongoing training regarding regulations and renew Qualified Loan Originator status annually. *Kelley S and Jeff*
- Provide new committee training by Sept. 30. *Mark Rydel*
- Collecting and analyzing data on applicants, referrals, and acceptance/rejection
- Developing outreach strategies which reflect the demographics of Central Arkansas
- Enhancing outreach to potential applicants with established credit counseling organizations/programs, the faith-based community, organizations providing related services, organizations representing a variety of demographic populations, veterans' association, and businesses willing to let us access their employees.
- Develop an outreach strategy for generating referrals and fostering builds for veterans by Sept. 30. *Jeff*

None

Potential budget implications for FY 2022:

Real Estate

Priority: Maximize our resources— human, property and programs—to do our part to create a Central Arkansas where everyone has a decent place to live.

Goal for **Real Estate**: Grow current efforts to identify and secure developable land/properties (through donation or purchase) in support of affiliate's production goals:

Estimated implementation date: **FY 2022** and ongoing

- Formalizing policies and procedures for property acquisition
- Strengthening relationships with developers, property owners, city and county governments (i.e., LR Land Bank, City of Jacksonville)
- Create a 10-year master plan for SWLR property (anticipate 2+ years to complete)
- Conducting a naming contest for the SW Little Rock property in coordination with the marketing plan
- Develop a 5-year plan for systematically spending committed federal program dollars in North Little Rock

Potential budget implications for FY 2022:

Real Estate/Construction/ Neighborhood Revitalization (con't)

Priority: Maximize our resources – human, property and programs – to do our part to create a Central Arkansas where everyone has a decent place to live.

Goal for **Construction**: Always be refining effective building operations while balancing key drivers (speed, quality, cost, volunteer utilization, etc.)

<p>Estimated implementation date: FY 2022 and ongoing</p>	<ul style="list-style-type: none"> • Reducing the cost of Habitat-built houses by 10% in FY2022 through seeking in-kind donations of materials and services, utilizing volunteers, and capitalizing on grants for energy efficient features. • Starting and completing 3 new Habitat builds by the end of June 2022, with each house built within an 8-month deadline (does include contractor builds); Goal of shortening construction timelines to 6-months per build and ramping house production up to 6 Habitat builds per-year by June 2024. <ul style="list-style-type: none"> ○ Recruiting two AmeriCorps members to work with Construction Manager on builds in FY2022, thus allowing us more efficient use of time and shorter builds. ○ Exploring application process for an AmeriCorps NCCC team. • Researching new and more variety in blueprints for builds including mixed use and mixed income options (duplexes, small and tiny homes, townhomes, etc.); build at least 1 “new” house plan in FY2022. <ul style="list-style-type: none"> ○ Collect data on SEAL (solar) homes compared to traditional homes to inform new designs and upcoming builds. • Optimizing usage of funds for NSP2 in NLR to complete at least 1 house per year beginning in FY2022, with the goal of 5 homes completed by June 2025. <p>Additional/ongoing Considerations</p> <ul style="list-style-type: none"> • Exploring partnerships with local architects to create a diversity of blueprints • Researching the value of sponsoring a design contest as part of Rolling Pines • Researching the value of a local version of Habitat International’s design contest for new blueprint designs (Factor building limitations/process into design contest or future designs)
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Goal: **Neighborhood Revitalization**: Evaluate and re-engage this worthwhile program to a determined level.

<p>Estimated implementation date: FY 2022</p>	<ul style="list-style-type: none"> • Re-engage sponsors and volunteers by hosting two Rock the Block events in FY 22
<p>Estimated implementation date: FY 2023–2026</p>	<ul style="list-style-type: none"> • Evaluate the NR program through lens of ROI • Determine staffing implications/needs for ongoing neighborhood revitalization • Target the neighborhoods near future builds as a way of building community and improving market values • Revisit microloan program to determine if it can be made more efficient and more effectively contribute to capital projects

Potential budget implications for FY 2022:

Two Construction AmeriCorps (\$12,000 each)
NCCC (unknown)

Advocacy

Priority: Partner with others to move the needle on affordable housing in Arkansas

Goal: Using our voice and our platform to educate and activate others.

Estimated
implementation
date:

FY 2022

- Researching funding provided by Habitat International for advocacy plans by Sept. 30, 2021. *Brad*
 - Developing an Advocacy Plan. *Kelly*
 - Developing executive director's advocacy skills by reviewing trainings offered on My Habitat. *Kelly*
 - Mobilizing homeowners as advocates by having them attend (and possibly speak) at Homeowner Association meetings or other events. *Jeff*
 - Connecting with policymakers and legislators and invite them to ReStore, builds, and events
- ~ Send at least 25 event invitations to city directors and have at least 6 city directors or city officials attend an event by the end of FY 2022. *Kelly (and board and staff)*

Estimated
implementation
date:

2022-2026

- Having board and staff make use of trainings offered by Habitat International, like "Bridges Out of Poverty"
- Investing in advocacy training opportunities by attending conferences (e.g., Habitat for Humanity National or Global conferences, or the annual Habitat on the Hill in Washington D.C.)

Potential budget implications for FY 2022:

Sending 1-2 staff people to virtual or in-person conferences

Volunteers

Priority: Increase the number of times we meaningfully engage corporate, civic, faith-based, education, building professionals, retirees and more as volunteers for their enrichment and ours

Goal: Develop a strong volunteer network to help support and spread the mission of Habitat for Humanity by:

Estimated implementation date:

FY 2022

- Applying for AmeriCorps VISTA volunteer for volunteer coordination to develop volunteer plan from recruitment to stewardship
- Assess first year of VISTA support; if successful, continue to use each year in other areas.
Task *volunteer coordinator* with evaluating how Habitat Young Professionals are engaged, and reinvigorate this group as needed and possible by May, 2022.
- Address the future of the Over the Hill Gang, including a possible rebranding in order to attract more newly-retired volunteers.

Estimated implementation date:

FY 2023–2026

- Assess first year of VISTA support; if successful, continue to use each year in other areas.
- Connecting with UALR for interns in marketing, construction and perhaps other areas as needed
- Developing partnerships which foster builds for veterans

Potential budget implications for FY 2022:

AmeriCorps VISTA volunteer coordinator (\$8,000)