



# Habitat for Humanity of Douglas County

## Strategic Plan

2011 - 2012

## TABLE OF CONTENTS

Mission, Vision, Core Values .....	3
Strategic Themes and Goals .....	4-5
Annual Goals, Action Steps and Status.....	6-7
<b>2011-12 Committee Responsibilities.....</b>	<b>8</b>

### **Habitat's Mission:**

The mission of Habitat for Humanity of Douglas County is to develop our communities by building and renovating homes in partnership with God and people from all walks of life so that every person may experience God's love.

### **Habitat's Vision:**

Habitat for Humanity of Douglas County, in partnership with Habitat for Humanity International, believes decent, affordable housing is a basic human right. Therefore, we seek to eliminate inadequate housing from our service area and from the world

### **Habitat's Core Values:**

Habitat for Humanity of Douglas County believes:

- Every family has the right to a decent home.
- A decent home is an important ingredient for building strong families.
- Strong families are the backbone of thriving neighborhoods.
- Thriving neighborhoods are the cornerstone of caring communities.

## STRATEGIC THEMES AND GOALS

### **Theme I: Grow Capacity to Meet Affordable Home Needs**

**Goal 1:** Increase the number of families served to 39 by 2013. [See Table A]

- Expand the construction season—Established and On-going
- Build houses countywide—Established and On-going
- Explore the concept of home renovation and use of a dedicated remodeling team—Established and On-going

**Goal 2:** Develop a waiting list of partner families.

- Connect with potential partner families early and develop long-term relationship—Established and On-going
- Utilize a mentor relationship approach to guide families.—Established and On-going
- Intensify efforts to identify qualified families—Established and On-going

### **Theme II: Grow Organizational Capacity**

**Goal 1:** Increase the number of staff members.

- Pace of staff growth will be based upon emerging needs and organizational growth—Established and On-going
- Explore possible positions, such as Construction Manager, Restore Manager, Brush with Kindness Coordinator, Support Staff, etc—Established and On-going

**Goal 2:** Secure capital and land to develop a land inventory.

- Prepare for intensive use of land, such as mixed development—Long-term Goal
- Create land inventory—Established and On-going
- Explore partnership with USDA, HRA, etc—Long-Term Plan

**Goal 3:** Grow and stabilize the financial status of Habitat.

- Increase donor participation at the individual level—Established and On-going
- Develop approach to planned giving and estate planning—Established and On-going
- Explore Restore—Implementation Stage
- Increase organizational/church giving, including the concept of house sponsorship—Established and On-going

**Theme III: Grow Awareness and Engagement**

**Goal 1:** Raise awareness and understanding of affordable housing needs.

- Develop a annual communication plan—Established and On-going
- Raising awareness and knowledge of Habitat’s mission—Established and On-going
- Utilize outside expertise to help promote and guide Habitat—Established and On-going
- Develop a Crisis Management Plan—Established and On-going
- Build trusting relationships with the community, agencies, organizations and churches—Established and On-going
- Explore Brush with Kindness—Under Study

**Goal 2:** Increase volunteer base

- Recruit and Increase the number volunteers to build homes—Established and On-going

**New Home Construction Schedule—Table A**

Year	Number of Homes
1997-2007	18
2008	4
2009	2
2010	3
2011	3

2012	4
2013	4-5

## ANNUAL GOALS, ACTION STEPS AND STATUS

January 2011 - June 2012

### Organizational Goals

#### *Theme I: Grow Capacity to Meet Affordable Home Needs*

Goal Area 1	Measurable Goal	Responsibility	Completion
1.1. Intensify efforts to identify qualified families.	1.1.1. Develop a waiting list of five [5] partner families. 1.1.2. Develop a waiting list of mentors.	Family Selection Family Support Executive Director	December 2011
1.2. Explore the concept of “Brush with Kindness”	1.2.1. Gather information and develop a recommendation[s] on implementing “Brush with Kindness” for the board.	Task Force	Summer 2011

#### *Theme II: Grow Organizational Capacity*

Goal Area 2	Plan of Action	Responsibility	Completion
2.1 Increase donor participation at the individual level.	2.1.1 Increase individual fundraising revenues by 10%. 2.1.2 Increase revenue from other sources, grants, sponsorships, etc. above previous year.	Development Committee	June 2012
2.2. Increase organizational and church giving, including the concept of house sponsorship.	2.2.1. Identify five new organizations that will provide volunteers and/or funds. 2.2.2. Identify one organization or partner organizations/church that will sponsor a house. 2.2.3. Increase revenue from other sources, grants, sponsorships, etc. above previous year. 2.2.4. Explore partnership with USDA and HRA.	Volunteer and Faith Relations Development	January 2012

2.3. Research need, funding source, job descriptions for new staff positions	2.3.1. Develop recommendations on next steps in staff hiring 2.3.1.1. Construction Manager 2.3.1.2. Restore Manager 2.3.1.3. Brush with Kindness Coord. 2.3.1.4. Additional Support Staff	Executive Director, Executive Committee & Board of Directors	June 2012
2.4. Explore the concept of a ReStore.	2.4.1. Establish Implementation Team to research and bring recommendations to the Executive Committee	Impl. Team Executive Comm.	Summer 2011

**Theme III.      *Grow Awareness and Engagement***

Goal Area 3	Plan of Action	Responsibility	Completion
3.1. Develop a Crisis Management Plan.	3.1.1. Develop emergency procedures/manual/policies that focus on prevention, preparedness, response and recovery.	Executive Committee & Director	May 2011
3.2. Recruit and increase the number of volunteers.	3.2.1. Sustain the number of volunteer hours and increase if Habitat’s endorses “Brush with Kindness” and a ReStore.	Volunteer and Faith Relations Committee	January 2012

### 2011-12 Committee Responsibilities

Committee	Responsibility	Timeframe
Construction Committee	Construct four [4] homes	Spring 2012
Executive Committee	Develop recommendations on next steps in staff hiring Construction Manager ReStore Manager Brush with Kindness Coordinator Support Staff Increase	June 2012
Family Selection	Develop a waiting list of five [5] partner families.	December 2011
Family Support	Develop a waiting list of mentors.	December 2011
Development Committee	Increase individual fundraising revenues by 10%.	June 2012
BWK Task Force	Gather information and develop a recommendation[s] on implementing “Brush with Kindness” for the board.	Summer 2011
ReStore Implementation Team	Establish ReStore Implementation Team, research and bring recommendations on ReStore to the Executive Committee.	Summer 2011
Volunteer and Faith Relations Development	Identify five new organizations that will provide volunteers and/or funds.  Identify one organization or partner organizations/church that will sponsor a house.	January 2012
Volunteer and Faith Relations	Sustain the number of volunteer hours and increase if Habitat’s endorses “Brush with Kindness” and a ReStore.	January 2012
Executive Committee Executive Director	Explore partnerships with other affiliates such as Todd County.	Summer 2012
Development	Explore partnership with USDA and HRA.	January 2012