



Strategic Plan, 2017-2020

A community where everyone has a decent place to live

Invest in housing solutions that transform lives

Galvanize the community

Mobilize resources

Build organizational capacity

6/16/2017



Build a Sustainable Organization

Habitat for Humanity of East Jefferson County

1. HFH of East Jefferson County will build a sustainable organization by:

Strategic Objective	2017 – 2020 Outcomes	Metrics and Targets
A. Fund the Mission	<ol style="list-style-type: none"> 1. Philanthropic funds raised will continue to increase so that, combined with store revenues and home sales, Habitat is able to fully fund its strategic goals. 2. The Habitat stores will become increasingly effective sources of unrestricted revenue. 3. The first mortgages of house sales should sustainably cover the costs of the construction program and the amount of subsidy will be carefully considered. 	<ol style="list-style-type: none"> 1. A resource development plan with metrics and strategies is reviewed and approved annually by the Board. The plan includes targets for major donors, legacy giving, monthly donors, volunteers, and board fund raising. 2. A business plan for the stores is presented for Board approval by end of 2017 and updated annually. The plan includes strategies and targets for increased sales and profit. 3. The Board will annually review and approve the amount of subsidy in conjunction with the budget development process.

B. Grow Skills and Leadership Capabilities

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| <ol style="list-style-type: none">1. Strong staff satisfaction is maintained, resulting in high staff retention.2. The skills and capacity of the staff are strengthened through professional development opportunities and strategies.3. The number of board members is optimized within the range (9-13) specified in the bylaws, in accordance with Habitat’s strategic goals.4. The board is diversified to include a balance of age, geographic distribution, skill sets, and socio-economic background.5. The Board is strengthened through recruitment, education, performance assessment and succession planning. | <ol style="list-style-type: none">1. 85% of staff reports that they are satisfied or very satisfied on annual staff satisfaction survey.2. Every annual staff work plan includes a professional development section, and dollars and hours are allocated for professional development opportunities.3. The board will have and retain at least 11 active members by 2018, and up to 13 by 2020.4. The Board development process will specify targets in each area.5. Annually the Governance committee will create and execute board development and orientation priorities and a board performance assessment. |
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C. Operate with Excellence

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| <ol style="list-style-type: none">1. Succession plans are developed for all key staff positions.2. Staffing correlates directly with strategic outcomes and new positions are associated with increased mission achievement.3. Physical facilities meet affiliate and store needs. | <ol style="list-style-type: none">1. Succession plans in place by 20182. A staffing plan correlates each position with strategic outcomes; new positions are approved based on rationale for increased mission achievement.3. Facility needs are reviewed in conjunction with developing the store business plan. |
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4. Utilize sound financial management policies, procedures and practices to carefully steward resources.
 5. Affiliate operations and decisions reflect goals and priorities as documented in the strategic plan.

4. Three months operating reserves, regular cash projections, and multi-year planning are in place; every year the affiliate operates with a neutral or surplus net income; committee analyzes finances and reports to board monthly.
 5. Board reviews strategic plan progress quarterly.
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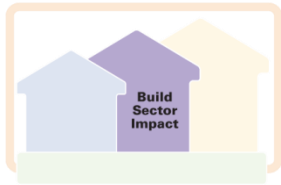
Build Community Impact

HFH of East Jefferson County

2. HFH of East Jefferson County with build community impact by:

Strategic Objective	<i>2017 – 2020 Outcomes</i>	Metrics and Targets
<i>A. Serve families through sustainable construction and housing support services</i>	<ol style="list-style-type: none"> 1. Increase new home construction. 2. Continue the South County Home Repair Program. 3. Strengthen Habitat’s presence in the Tri-Area. 4. Increase qualified homebuyers through targeted outreach. 5. Applicants demonstrating housing need and willingness to partner, but insufficient ability to pay, are provided with support that moves them toward permanent housing solutions. 6. Perform a limited number of repairs outside of South County that are identified through referral from and collaboration with a partner organization such as the Boeing Bluebills. 	<ol style="list-style-type: none"> 1. 5 new homes a year by 2020. 2. Deploy \$80k for home repairs annually by 2020. 3. Acquire sufficient land in Tri-Area so that at least one house (of total new construction) can be built there annually by 2019. 4. There are enough qualified buyers to prevent interruption of construction schedule. 5. 100% of applicants denied for ability to pay are provided with suggestions and/or referrals; those who “opt in” are provided additional support.

<p>B. Leverage shelter as a catalyst for community transformation</p>	<ol style="list-style-type: none"> 1. Build and maintain connections with current and future homeowners so they remain ambassadors and advocates for Habitat. 2. Strengthen South County (Quilcene and Brinnon) NR program through the Quilcene Habitat Store and community partnerships, in order to support residents' goals for Neighborhood Revitalization and to secure sufficient repair projects. 	<ol style="list-style-type: none"> 1. 50% of Habitat homeowners participate in some manner with Habitat programs and outreach annually by 2020. 2. Adequate number of qualified applicants and volunteers to deploy \$80,000 in critical home repairs per year.
<p>C. Grow capacity to serve the most vulnerable, the disaster-affected and the urbanizing world</p>	<ol style="list-style-type: none"> 1. Connect the affiliate more intentionally to overseas work, through annual Global Village trip (priority given to tithe partner countries), increased tithe, local publicity, disaster response and fundraising. 	<ol style="list-style-type: none"> 1. An annual Global Village trip is instituted by 2019. 2. In addition to existing tithe calculation, affiliate begins to contribute 1% of store net profit in FY18, growing by additional 1% per year, contingent on budget considerations and board budget approval.

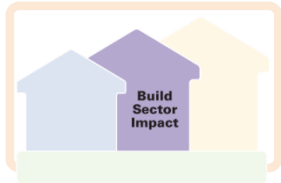


Build Sector Impact

HFH of East Jefferson County

3. HFH of East Jefferson County will build sector impact by:

Strategic Objective	<i>2017 – 2020 Outcomes</i>	Metrics and Targets
<i>A. Support market approaches that increase products, services and financing for affordable housing</i>	<ol style="list-style-type: none"> 1. Utilize USDA 502 or an alternative financing source for homeownership program. 2. Explore USDA 504 to fund repairs. 	<ol style="list-style-type: none"> 1. USDA 502 (or alternative) is utilized on all house sales. 2. USDA 504 is considered as a funding option for all qualified repair applicants.
<i>B. Promote policies and systems that advance access to adequate, affordable housing</i>	<ol style="list-style-type: none"> 1. Participate with HFHWA and HFHI in advocacy efforts at the state and national levels. 	<ol style="list-style-type: none"> 1. Affiliate participates annually in HFH state advocacy event and bi-annually in HFH national advocacy event.



Build Societal Impact

HFH of East Jefferson County

4. HFH of East Jefferson County will build societal impact by:

Strategic Objective	<i>2017 – 2020 Outcomes</i>	Metrics and Targets
<i>A. Mobilize volunteers as hearts, hands and voices for the cause of adequate, affordable housing</i>	<ol style="list-style-type: none"> 1. Increase the volunteer base. 2. Diversify the volunteer base. 	<ol style="list-style-type: none"> 1. There are sufficient volunteers working sufficient hours to accomplish strategic goals. 2. The representation of gender and age on the various sites will become more balanced.
<i>B. Serve as a leading voice in growing awareness of housing as a critical foundation for breaking the cycle of poverty</i>	<ol style="list-style-type: none"> 1. Leverage Habitat’s position to catalyze and support a community-wide response to affordable housing crisis. The response may address multi-family rental, mobile homes, repairs, financial literacy and debt remediation, problem landlords, community land trust, sewer/septic systems in Tri-Area and Quilcene, reduced development and infrastructure costs, distribution of recording fees and potential new revenue, and community engagement. 	<ol style="list-style-type: none"> 1. An Advocacy Committee is formed by 2018 to focus on housing solutions. 2. Time and resources are allocated beginning in FY18 to assist the formation of a community land trust or other housing solutions. 3. By 2020, there is significantly improved coordination and application of community resources in addressing the affordable housing crisis.