SUMMARY

- Implement key initiatives to ensure a healthy, sustainable organization
- Balance homebuilding with revitalization efforts
- Optimize land bank and develop strategies to build communities
- Enhance homeowner support programs and services to enable success
- Connect and partner with other non-profits with shared values and mission
- Build volunteer base of critical skills and capabilities
- Broaden the influence of Houston Habitat for Humanity in the region
Building IMPACT in Houston

Build a Sustainable Organization
Build a Sustainable Organization
Fund the mission

Long Term Strategic Focus
• Increase diversity of revenue sources as a way to ensure sustainability and flexibility.
• Increase philanthropic and grant revenue through public and private funding.
• Leverage qualified prospects and their partners and align them with Habitat strategic plan.
• Work with governmental groups for funding

5-year Strategic Goals
• Generate revenue through mortgage selling
• Grow ReStore profits by 7% per year through 2024
• Maintain fundraising expenses at 9% of total expenses
• Develop a construction materials procurement strategy to minimize costs
• Obtain funding for disaster home repair
• Increase value of grants applied for by 10% per year – 2018 base is $1,210,000
• Increase individual giving (excluding Harvey) by 20% per year – 2018 base $202,400
• Raise funds for purchase of land for lots, Robins Landing development and Neighborhood Revitalization
• Expand ReStore locations and revenue

2019 Strategic Goals
• Develop a sustainable loan selling process
• Develop a funding plan for Robins Landing infrastructure, parks and amenities
• Reach ReStore profits to $1,000,000
• Obtain $1M funding for disaster home repair
• Raise the value of grants applied for to $1,331,000
• Raise $242,880 in Individual Giving
• Execute SUPERHAMM strategy to minimize costs
• Develop a strategy for ReStore expansion
• Develop a plan to fund on the job training for construction

Build a Sustainable Organization
## Grow skills and leadership capabilities

### Long Term Strategic Focus
- Optimize individual and organizational effectiveness and performance
- Ensure effective practices and tools are in place to support capacity and develop leaders
- Leverage technology and collaboration tools to build capacity and knowledge
- Ensure Board membership maintains a balance of skills and capabilities required to support the organization
- Leverage relationships with Habitat affiliates to support the mission
- Focus on organizational efficiency as an act of good stewardship

### 5-year Strategic Goals
- Optimize organizational efficiency; Increase mission awareness and promote cohesion among staff
- Maintain organizational and financial transparency
- Align Board Member skills and talents with organizational needs
- Partner with Habitat affiliates and other non-profits to build capabilities which support the mission

### 2019 Strategic Goals
- Revise organizational structure as needed
- Use SUPERHAMM to implement a standardized home-building process which optimizes volunteers, staff and allocated capital
- Implement training plan for all employees
- Engage departments to learn about other areas of the organization
- Improve Board engagement and efficiency
- Recruit new Board members with Philanthropy, Financial and Retail expertise
- Gain commitment of support from every BOD member; ensure conflict of interest forms are signed annually
- Gain board approval for policies, processes and standards for Homeownership services

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**Build a Sustainable Organization**
Build a Sustainable Organization

### Long Term Strategic Focus
- Maintain compliance with HFHI quality standards
- Simplify standardized processes to ensure efficiency and scalability
- Shift organization to focus on outcomes and impact as well as output (delivery)
- Benchmark performance in all key areas to ensure effectiveness and sustainability of operations

### 5-year Strategic Goals
- Use quality assurance checklist to maintain compliance
- Determine best practices, standardize process and implement system improvements to minimize manual work
- Develop integrated systems that share information across all departments
- Benchmark financial performance to ensure administrative efficiency
- Implement clear performance management processes to align individual goals with strategic plan
- Improve internal communication processes
- Use common data-sharing platform

### 2019 Strategic Goals
- Upgrade the phone and staff computer systems
- Complete office renovations to increase productivity
- Launch website redesign
- Create Homeowner services standard of excellence
- Implement SUPERHAMM process for home repair and Homeowner Services
- Build tangible, measurable, outcome-driven goals for each employee that are aligned with the strategic plan.
- Develop plan to expand Smart Sheets system to all relevant areas
Build Community Impact
<table>
<thead>
<tr>
<th>Long Term Strategic Focus</th>
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<tbody>
<tr>
<td>• Serve families through sustainable construction and housing support services</td>
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<tr>
<td>• Leverage shelter as a catalyst for community transformation</td>
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<tr>
<td>• Grow capacity to serve the most vulnerable, the disaster-affected and the changing world around us</td>
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<table>
<thead>
<tr>
<th>5-year Strategic Goals</th>
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<tbody>
<tr>
<td>• Manage land bank to ensure 3-5 years of lot inventory</td>
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<tr>
<td>• Achieve balance between new construction and renovation / revitalization efforts to maximize community impact</td>
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<tr>
<td>• Optimize methods to find and develop prospective homeowners</td>
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<tr>
<td>• Continue strategic connections for more homeowners</td>
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<tr>
<td>• Assist in neighborhood advocacy</td>
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<tr>
<td>• Grow financial educational services with banks</td>
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<tr>
<td>• Focus on Resiliency techniques to minimize impact of future disasters</td>
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<tr>
<td>• Continue to leverage LARA lots to support the mission</td>
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<td>• Build and sell a minimum of 26 new homes; identify 5 homes for resale</td>
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<tr>
<td>• Repair a minimum of 50 homes</td>
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<tr>
<td>• Gain potential homeowners from outreach with churches, associations, affinity groups, schools, etc.</td>
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<tr>
<td>• Develop program to identify, proactively engage and partner with organizations to provide valuable services to HHFH homeowners</td>
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<tr>
<td>• Create improved homeowner services and foreclosure preventative processes</td>
</tr>
<tr>
<td>• Partner with City of Houston to provide transitional homes in order to build resiliency and minimize disaster impact</td>
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</table>
### Long Term Strategic Focus

- Support market approaches that increase products, services and financing for affordable housing
- Promote policies and systems that advance access to adequate, affordable housing

### 5-year Strategic Goals

- Support the revitalization of targeted neighborhoods
- Educate local leaders on the mission and strengths of HHFH
- Build a strong presence within the affordable housing sector, helping shape the communities we serve
- Improve and build affordable neighborhoods and communities such as Robins Landing

### 2019 Strategic Goals

- Develop and gain board approval for Public Policy Agenda
- Meet regularly with other non-profits regarding advancing a neighborhood development alliance
- Meet annually with all local, state and national officials to update them on HHFH strategic plans, to share successes and to gain their support as advocates of affordable housing
- Educate local leaders on the mission and strengths of HHFH to become known as the leader in affordable housing
- Develop alliances with other non-profits to improve and build sustainable neighborhoods and thriving communities
Build Societal Impact
Long Term Strategic Focus

• Serve as a leading voice in growing awareness of housing as a critical foundation for breaking the cycle of poverty
• Mobilize volunteers as hearts, hands, and voices for the cause of adequate, affordable housing

5-year Strategic Goals

• Broaden and deepen opportunities for volunteer engagement
• Incorporate the critical role of homeownership into all communications
• Leverage inequities in education and health to advance affordable housing issues
• Support family stability and increase a healthy wealth building process by developing an on-the-job training program for construction

2019 Strategic Goals

• Develop and pilot a core volunteer training program for framing
• Maintain and grow relationships with local media
• Maintain and grow social media presence
• Maintain Habitat branding
• Create a community outreach plan
On-going annual strategic plan management timeline

January: 
Review prior year progress and expected deliverables for current year

Sept-Nov: 
Update strategic plan and gain BOD approval for business plan

Dec-Jan: 
Individual goal setting tied to the updated strategic plan

Quarterly: 
BOD review of progress on current year plan and any changes/additions to the plan
MISSION
Seeking to put God’s love into action, Houston Habitat for Humanity brings people together to build homes, communities and hope.