

Building**IMPACT**



Southern Crescent Habitat
for Humanity
Strategic Plan
2012-2014

The need for affordable housing has never been more present in the communities we serve than we see today. Our markets urgently need the stability and hope that decent housing and equitable access can offer. These are the realities behind the development of our new strategic plan. We must do more. We must do it faster. We must do it with more impact. And we must work with others to expand our reach and depth. All of this drives us closer to the day when everyone has a decent place to live and hope for the future.

A Global Prayer

Southern Crescent Habitat for Humanity is a development organization and a Christian ministry. Stakeholders, both internally and within our community have provided input and context to our strategic plan, throughout which we've asked for God's guidance. As a result of our many rich partnerships, a prayer for our work has emerged:

God teach us humility so that we may...

- ... **listen,**
- ... **confess and forgive,**
- ... **serve in relationship with the poor,**
- ... **persevere in our mission,**
- ... **unify as one body with many diverse parts,**
- ... **and act with courage and boldness.**

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OUR MISSION, VISION AND PRINCIPLES

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Southern Crescent Habitat's 2012-2014 Strategic Plan builds squarely on our organization's mission, vision and principles. The plan will come to life in each of the communities we serve as supporters from all sectors unite to address the urgent and ongoing need for adequate, affordable housing.

Mission Vision: A world where everyone has a decent place to live.

Mission Statement: Seeking to put God's love into action, Southern Crescent Habitat for Humanity brings people together to build homes, communities and hope.

Mission Principles:

1. Demonstrate the love of Jesus Christ.
2. Focus on shelter.
3. Advocate for affordable housing.
4. Promote dignity and hope.
5. Support sustainable and transformational development.

OUR DEVELOPMENT APPROACH

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Our strategic plan reinforces three underpinnings of SCHFH's development approach:

1. Our **mission, vision and principles** are central to our theory of personal and community change
Habitat views its work as successful when lives are transformed and when positive and lasting social, economic and spiritual change is promoted within a community. Authentic transformation changes the lives of all who participate: those in need of housing, volunteers, advocates donors and sponsors.
2. **Housing as both a process and product** is necessary to create lasting family and community impact
Housing as a product improves household health and well-being, leading to increased time on the job and in school; this contributes to family income and education, both essential to breaking the cycle of poverty. Housing as a process focuses on building community cohesion that in turn can lead to systemic change, more broadly reducing vulnerability to the cycle of poverty.
3. Our **scaling approach** promotes societal change, leveraging our impact
Habitat seeks to maximize its impact by effectively allocating resources across three spheres of influence: community, sector and society. Our scaling approach focuses on facilitating improvements for a sufficient number of households, in a sufficient number of communities, to help the public understand the need and potential for community change. In turn, this drives : a) broader engagement in housing solutions for our service area; b) support for market development and commitment; and c) demand for policies and systems that create new opportunities for those in need of adequate, affordable housing.



Two examples of the principles-to-impact progression:

Principle: Focus on shelter.

Process: Homeowner and community engagement.

Product: Housing construction and improvements.

Output: Adequate, affordable homes for low-income families.

Outcomes: Shared vision, shared success, improved household health.

Impact: Increased household assets, community dignity and hope.

Principle: Promote transformational change and sustainable development.

Process: Housing support services.

Product: Technical assistance and collaboration.

Output: Sustainable construction improvements.

Outcomes: Healthier homes, lower energy bills.

Impact: Full lifecycle affordability, reduced energy consumption.

OUR SCALING STRATEGY

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**A WORLD WHERE
EVERYONE
HAS A DECENT
PLACE TO LIVE**

“It’s not enough to limit your love to your own nation, to your own group. You must respond with love even to those outside of it. ...This concept enables people to live together not as nations, but as the human race.”

– CLARENCE JORDAN

THEOLOGIAN AND AFFORDABLE HOUSING PIONEER

Southern Crescent Habitat has been building homes and hope through direct engagement since 1986. As powerful as that is, we still have much work to do in our communities. This plan challenges us to become more effective catalysts for systemic change – change that will help exponentially more families than any one organization could serve alone. To affect housing deficit at scale, our plan calls for operating with impact in three interconnected spheres of influence: organizationally, with our families and in our communities.

BUILD ORGANIZATIONAL IMPACT

The foundation for these changes begins at home, our home. Funding our mission, growing our skills and capabilities and operating with excellence each provide the foundational support for us to have a greater impact in our overall mission.

BUILD FAMILY IMPACT

Next, our scaling strategy builds on the success of our direct engagement with our families and program participants. By strengthening our selection process, enhancing the experience of our participants and seeking feedback from those whom we serve allows us to responsibly scale our programs to meet today’s and tomorrow’s needs.

BUILD COMMUNITY IMPACT

Through our direct engagement with the broader housing sector, we can influence the way the public and private sectors think about housing issues and how to address them. By promoting approaches that assist low-income families in helping themselves, we in turn help drive the market for housing improvement services and products accessible to those most in need. Because enabling public policies are also essential in increasing access to affordable housing, our plan challenges us to promote policies and systems that provide solutions with a greater impact to our communities.

Build ORGANIZATIONAL IMPACT

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Mobilize Resources and Steward Them Faithfully

- Fund the Mission
- Operate with Excellence
- Grow our internal capabilities and talent

ORGANIZATIONAL	Diversify revenue pipeline (Capital Fund, ReStore, Board Sphere of Influence, new partners); Establish Fundraising and Development Committee; Collaborate with internal (HFHI) and external partners to develop best practices; Analyze capital improvements in organizational tools designed to improve efficiency, compliance and operational excellence.
CONSTRUCTION	Utilize tools and processes to control departmental cost; Streamline departmental processes for added efficiency; Define schedule and scope of work for enhanced resource planning; strengthen administrative practices for administering programmatic budgets and plans (NSP/FHLB/HUD, etc.) to ensure compliance.
FAMILY SERVICES	Reduce the number of delinquent mortgages to less than 10% of all active mortgage ; Detail and document Family Services program objectives, policies, procedures and practices for institutional knowledge; Develop tools and strategies for communication of program operations and procedures to program participants, affiliate staff, volunteers and funders.
DEVELOPMENT	Cultivate sponsor, Board, event and network development; Improve efficiency and net income from events and low maintenance donor-building programs; Build capacity through a targeted grants program; Provide clarity around program, messaging and myth dispersion to support SCHFH brand awareness in the marketplace.

Build **FAMILY IMPACT**

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Change Behavior and Advocate Responsibility

- Endeavor continuous improvement in our selection process
- Foster an environment to support changing behavior through the partnership experience
 - Actively partner with participants to focus on scope of our services

CONSTRUCTION

Develop sustainable action plan with FS for property selection process; Clearly define homeowner accountability for home repair and maintenance; Develop written work plan to set expectations and drive support of homeowner at time of placement.

FAMILY SERVICES

Increase the number of program participants engaged with the affiliate post purchase (occupancy) to 25% through committees, builds and outreach; Explore current Selection Criteria to identify opportunities, efficiencies, blind spots, and loop holes. (i.e. D/I ratio, bankruptcy and foreclosure).

DEVELOPMENT

Develop and engage support advocates (homeowners, volunteers, ambassadors, Board, etc.) to share “story-telling” best practices; produce a branded style of materials and bring the content of Habitat’s strategy together with “story-telling/sales” best practices.

Build **COMMUNITY IMPACT**

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Change Housing Conditions

- Serve in a leadership role to shape community perceptions on housing needs and objectives
 - Leverage shelter as a catalyst for community transformation
 - Focus on solutions with the greatest impact and potential for scale

ORGANZIATIONAL	Develop strategic partnerships with community leaders and decision makers to advocate for improving housing conditions through planning, development, zoning and execution; Serve as the leading voice in growing awareness of housing as a critical foundation for breaking the cycle of poverty.
CONSTRUCTION	Identify future lots and build sites with the greatest potential for transforming neighborhoods; Collaborate with community partners to develop neighborhood plans that will strengthen the community; Strengthen breadth and partnership with energy efficiency partners and planning strategy.
FAMILY SERVICES	Develop a comprehensive and consistent homebuyer education program that focuses on post purchase (occupancy) housing care, community involvement, and skill development delivered by community leaders, volunteers and SCHFH partner families.
DEVELOPMENT	Mobilize volunteers as hearts, hands and voices for the cause of adequate, affordable housing; Expand web presence to strengthen message and support base.

New PROGRAMS

<p>ReSTORE</p>	<p>Our flagship ReStore in Henry County will provide our affiliate with additional funding to support SCHFH’s house-building goals, expand opportunities to serve a broader base of the low-income community by providing low-cost materials and provide good stewardship of sustainable resources in the community.</p>
<p>EXPANDED NRI</p>	<p>The concepts and implementation of community development, outcome evaluation and addition of new housing products are new ways to serve more families and will require additional effort and resources to put to use. Our NRI program will expand its work to include critical home repairs outside of current programmatic capabilities – repairs to alleviate health, life and safety/code issues: roof work, replace doors, windows, etc.</p>
<p>SHORT-TERM INTERVENTIONS</p>	<p>SCHFH, when necessary, will offer temporary housing solution for partner families in critical or transitory need. Program participants may lease property during the transition period – up to 12 months – whereby the rental income will fund any ongoing maintenance of the property.</p>
<p>VETERANS INTIATIVE</p>	<p>The SCHFH Veterans Initiative will implement our current homeowner program and resources necessary to provide simple, decent and affordable housing solutions for military, veterans and their families; engage military members, veterans, families, veterans groups and all military supporters in local volunteer programs and veteran-related advocacy; and capitalize on skill sets gained from military service with recruitment targeting veterans as volunteers.</p>

Next STEPS

This plan will chart our strategic direction and provide the financial stewardship to support our work and success. It will require representation and commitment from each member in the form of board and committee participation, financial support (100% giving) and advocacy, each of which will strengthen and expand our reach and ministry.

FISCAL YR 2012-2013

Timeline	Action	Outcome
July 2012	Organizational performance discussions (Staff)	Align work with goals
August 2012	Add goals to scorecard (Board Meeting)	Routine review of strategic goals and progress
September 2012	Target month to launch Development Committee	Board strategic focus on fundraising /development
December 2012	Presentation to Board – Strategic Plan update	Snapshot of successes and challenges
April 2013	Update goals for FY2013-2014 (Board Meeting)	Realignment where necessary
June 2013	Presentation to Board – Strategic Plan Update	Confirm next steps