

**Lexington Habitat for Humanity  
2020 Strategic Plan**



**Adopted – July 26, 2016**

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**Vision**

*A world where everyone has a decent place to live.*

**Mission Statement**

*Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope.*

**Values**

*Community*

*Hope*

*Empowerment*

*Compassion*

*Service*

## **Introduction**

Lexington Habitat for Humanity (LHFH or Affiliate) is part of a global, housing ministry operated on Christian principles that seeks to put God's love into action by building homes, communities and hope. Our history dates back to 1986 when, in December of that year, committed civil servants incorporated the organization and elected the first Board of Directors. The following year, we broke ground on our first house.

Today, we have served more than 425 families with homeownership locally and nearly 400 internationally (through Habitat for Humanity International). We have served nearly 50 Lexington home owners with home preservation and repair projects; hundreds of families with neighborhood clean-up activities; thousands with referrals to other services and tens of thousands who buy low cost goods at the ReStore. We connect volunteers and donors with opportunities to serve the community. Our work infuses the local economy with over \$4 million annually and our homebuyers contribute over \$350,000 in local property taxes each year.

Now, at our 30<sup>th</sup> anniversary, we are at an inflection point. We have diversified service delivery, while maintaining our commitment to home ownership and construction. We launched a strategic planning process in 2015 to identify goals, strategies and metrics, which, through 2020, will enable us to:

- Infuse creativity in our ministry and guide us in exploring options for additional paths of service;
- Recognize and maintain our ability to operate efficiently and effectively as good stewards of the investments others make in our mission;
- Continue to meaningfully serve families and the Lexington community; and
- Work towards continual improvement in all areas of our ministry.

## **Strategic Plan Process Overview**

We initiated a new strategic planning process in early 2015. In May, the Board of Directors reaffirmed its commitment to the vision and mission and drafted a new set of values that highlight and guide the philosophy and work of our Affiliate.

In August 2015, members of our leadership team met one-on-one with Chris Crumrine for a conversation on LHFH's strengths, weaknesses, opportunities and threats in the context of the last strategic plan, the community we serve and the external realities that impact our operations.

In November 2015, we hosted a series of town hall meetings with specific constituency groups (Affiliate staff and current homeowners) and public forums in the neighborhoods we have traditionally served.

In January 2016, the Board of Directors met in a half-day retreat to review the assessment of the Affiliate's strengths, weaknesses, opportunities and threats (SWOT) and to set objectives for the strategic plan. The final SWOT Analysis, which includes information collected from the Affiliate's leadership team, the town hall forums, and an impact analysis conducted in 2013, is included as an

Addendum to this plan.

In July 2016, the Board of Directors adopted the 2016-2020 Strategic Plan.

## **Strategic Objectives**

The following plan was collaboratively developed by the Board of Directors, the CEO, the Affiliate's leadership team, Affiliate staff and members of the Lexington community with the goal of building upon the Affiliate's strong reputation as a community partner and ministry. With the guidance of the five strategic objectives and fulfillment of the included action items, LHFH will effectively carry out our vision and mission and continue to be recognized as an effective and well-respected organization in the Lexington area and throughout the global Habitat community.

- **Strategic Objective One** – *Enhance, evolve and strengthen our ministry to educate and serve families with a decent and affordable place to live, foster safe and vibrant communities and research/identify potential new service models.*
- **Strategic Objective Two** - *Maintain a quality work/volunteer force and sustainable operation in a constantly evolving competitive and regulatory environment, while exploring new revenue opportunities and partnerships that ensure the continued long-term financial health of LHFH and provide for effective service delivery.*
- **Strategic Objective Three** - *Examine and determine opportunities to enhance the ReStore as a financial and operational asset to the Affiliate, maintain our position as a key element of LHFH's regional brand and strengthen the ReStore as an element of our mission.*
- **Strategic Objective Four** - *Expand mission understanding and engagement, telling our story across multimedia platforms; further connect existing and future partners in “building homes, communities and hope;” and strengthen necessary communication tools to ensure a long-term healthy brand reputation.*
- **Strategic Objective Five** - *Build a strong Board through recruitment, retention and targeted engagement of current and future directors to ensure strength in resource development, subject matter expertise and developing the strategic vision of the Affiliate.*

**Strategic Objective One - Enhance, evolve and strengthen our ministry to educate and serve families with a decent and affordable place to live, foster safe and vibrant communities and research/identify potential new service models.**

**Strategic Initiative One - One** - Provide quality, affordable and efficient housing that meets the needs of committed homebuyers who are best served through homeownership.

- *Action Step A* - Maintain affordable construction costs to maximize the value of home sponsorships and other funding.
- *Action Step B* - Evaluate opportunities to integrate: energy efficient materials and techniques; affordable and sustainable building materials that prolong the life of the home, contain regular maintenance costs and allow families to live in them long-term (e.g. “Aging in Place”); attractive and neighborhood compatible house designs.
- *Action Step C* - Research best practices and potential new partners which excel in these areas of design and construction to facilitate determining the priorities and balance of the steps noted in *Action Steps A* and *B*.

**Strategic Initiative One - Two** – Continue to evaluate program criteria across our service delivery to ensure ongoing alignment with Habitat for Humanity International while determining how to best serve the needs of the Lexington community.

- *Action Step A* - Maintain alignment of base-level requirements set by Habitat for Humanity International and the Fair Housing Commission.
- *Action Step B* - Contemplate appropriateness, structure and opportunities to better serve traditionally underserved populations, compare current program criteria to those options and recommend solutions and programmatic processes for consideration. Those areas include, but are not limited to: multi-family housing and programs that serve families who are not best served through homeownership (e.g., rental and rent-to-own).

**Strategic Initiative One - Three** - Ensure adequate land acquisition to continue serving families through homeownership.

- *Action Step A* - Develop a multi-year plan for land acquisition following the build-out of Brookfield Chase that includes opportunities for in-fill, property redevelopment and multi-lot acquisition.
- *Action Step B* - Determine the feasibility of utilizing repossessed, foreclosed and dilapidated property for redevelopment and utilization in the homeowner program.
- *Action Step C* - Determine appropriateness and ability to build outside of Lexington-Fayette County through partnership with other affiliates.

**Strategic Initiative One - Four** – Maintain and enhance our high quality homeowner education program which supports homeowner success.

- *Action Step A* – Explore development of a volunteer driven, multi-platform, technology-infused post-occupancy education program that includes, but is not limited to: preventative maintenance, post-mortgage financial responsibilities and incentives for participation.
- *Action Step B* - Explore best practices, develop partnerships and seek funding to assist in overcoming the language barriers of our program participants.
- *Action Step C* – Explore opportunities to utilize more volunteers to enhance support for partner families and other service delivery activities of our Affiliate.

**Strategic Initiative One - Five** - Enhance and expand the *Love Your Neighborhood* program to build and strengthen strong communities in Lexington.

- *Action Step A* – Continue to refine processes and qualifications for critical home repair, home preservation and neighborhood cleanups.
- *Action Step B* – Increase number of families served through repair programs annually, serving a minimum of 30 families per year by 2020.
- *Action Step C* – Continue to identify and develop partnerships with stakeholder organizations committed to fostering safer, more productive and desirable communities.

**Strategic Initiative One - Six** - Global engagement.

- *Action Step A* - Evaluate the appropriate contribution for our global engagement mission (tithes) during each budget cycle.
- *Action Step B* - Develop a plan for increasing the percentage contributed during the FY 19 budget cycle.
- *Action Step C* - Evaluate where the Affiliate directs its global engagement annually.

**Strategic Objective Two** - *Maintain a quality work/volunteer force and sustainable operation in a constantly evolving competitive and regulatory environment, while exploring new revenue opportunities and partnerships that ensure the continued long-term financial health of LHFH and provide for effective service delivery.*

**Strategic Initiative Two - One** - Maintain a strong financial position for the Affiliate and a budgetary process that maximizes a diverse service delivery model.

- *Action Step A* - Continue to refine budget process to align resources with the Affiliate's strategic priorities as outlined in this plan.
- *Action Step B* - Maintain a culture of cost containment and efficiency in operational and budgetary procedures.
- *Action Step C* - Maintain prudent financial practices regarding the Affiliate's line of credit.
- *Action Step D* – Continue to ensure our facilities are well maintained, adequate to support our ministry and reflect the values we embrace.

**Strategic Initiative Two - Two** - Position the Affiliate to navigate an increasingly litigious and regulated environment, while balancing our capacity to serve families and the community.

- *Action Step A* - Research options for mortgage origination, holding and servicing practices. Develop a recommendation by close of FY 2018.
- *Action Step B* – Continue to analyze staff structure and determine if staff is appropriately sized and distributed to meet the demands outlined in the strategic plan and best serve the Lexington community.
- *Action Step C* – Continue to assess the Affiliate's risk exposure and develop recommendations to minimize and manage risk exposure.

**Strategic Initiative Two - Three** - Ensure successful recruitment, retention and professional development for the Affiliate's human capital.

- *Action Step A* - Continue to offer opportunities for professional development that emphasize advancement and support the Affiliate.
- *Action Step B* – Review annually and update as needed: new employee orientation, Human Resources related Board approved policies and employee handbook.

- *Action Step C* – Monitor data from Habitat for Humanity International, the Kentucky Non-profit Network and local/national wage competition to ensure appropriate compensation.

**Strategic Initiative Two - Four** - Further develop a robust resource development operation that engages current and prospective grant providers, partners and philanthropists.

- *Action Step A* – Maintain comprehensive and diverse revenue streams generated through resource development programs to prevent reliance on a single source and continue to manage unforeseen shortfalls in any particular revenue opportunity.
- *Action Step B* – Create a formal Resource Development plan to increase revenue streams, enhance donor appreciation and recognition, foster and develop strong long-term donor and volunteer partnerships.
- *Action Step C* - Maintain and report on resource development efforts through a robust donor management system that centralizes and preserves donor information.

**Strategic Objective Three** - *Examine and determine opportunities to enhance the ReStore as a financial and operational asset to the Affiliate, maintain our position as a key element of LHFH’s regional brand and strengthen the ReStore as an element of our mission.*

**Strategic Initiative Three - One** - Determine the appropriate path forward on expansion of the ReStore.

- *Action Step A* - Conclude and draft recommendation for the Board of Directors on future expansion of the ReStore by the end of FY 2017.
- *Action Step B* - Explore opportunities to engage and serve surrounding counties and affiliates.

**Strategic Initiative Three - Two** – Maintain the ReStore's position as a brand ambassador for LHFH’s programs.

- *Action Step A* - Utilizing the ReStore's brand awareness, expand the ReStore’s methods for being a brand ambassador for all Affiliate programs.

**Strategic Initiative Three – Three** – Continue to strengthen the ReStore as an extension of our vision.

- *Action Step A* – Consider factors such as neighborhood needs and development, LFUCG comprehensive plans, employment opportunities, etc., when determining potential new locations.
- *Action Step B* – Continue to focus on improving our community through environmental impact: recycling materials, facility upkeep/improvement decisions, community engagement and education which encourages and facilitates repurposing.
- *Action Step C* – Continue to develop community partnerships that reflect the values we embrace, such as collecting items for other ministries (e.g. Suitcases for foster children, Good Will, God’s Pantry, etc.)

**Strategic Objective Four** - *Expand mission understanding and engagement, telling our story across multimedia platforms; further connect existing and future partners in “building homes, communities and hope”; and strengthen necessary communication tools to ensure a long-term healthy brand reputation.*

**Strategic Initiative Four - One** – Continue effectively telling the Affiliate’s story.

- *Action Step A* - Integrate best practices from Habitat for Humanity International's brand user

guide to develop a multi-platform, comprehensive strategic communications plan for the Affiliate to tell its story to a diverse audience of homeowners, stakeholders and partners.

- *Action Step B* - Develop a strong and well-recognized brand for the *Love Your Neighborhood* program. This can be part of the comprehensive plan outlined in *Action Step A*.
- *Action Step C* - Develop a communication plan to raise awareness and create understanding regarding LHFH's global outreach efforts. This can be part of the comprehensive plan outlined in *Action Step A*.

**Strategic Initiative Four - Two** – Enhance and update the tools necessary to preserve a highly regarded local Habitat for Humanity brand.

- *Action Step A* - Refine and share a clear and concise set of metrics that illustrate the individual homeowner and community impact of LHFH.
- *Action Step B* – Update the crisis communication plan, including job-site accidents and the ReStore to guide effective responses to media, donor and community inquiries and preserve the Affiliate's brand.

**Strategic Initiative Four - Three** - Advocacy

- *Action Step A* - Develop a formal plan focused on the Affiliate's expertise for engaging in the ongoing community dialogue on affordable housing.
- *Action Step B* - Determine level of engagement on a range of policy issues related to "community building," which could include but is not limited to: live where you work, zoning, buy local movement, living wage and public safety.
- *Action Step C* - Train staff, the Board of Directors, volunteers and community partners as decent/affordable housing and safe community advocates.

**Strategic Initiative Four - Four** - Identify strategic partnerships with relevant community, state and national organizations to support the work of the Affiliate.

- *Action Step A* - Expand community engagement efforts and the Affiliate's presence through neighborhood associations, community centers and faith communities in the areas we serve. These efforts will include a base of partnership to work toward the vision that everyone has a decent place to live in its broader definition.
- *Action Step B* - Develop a strategy for engaging all housing agency and related partners to build collaborative solutions to Lexington's affordable housing needs. Determine if LHFH is appropriate and has the capacity for being the convener/owner of such a strategy.
- *Action Step C* – Determine the feasibility of a signature marketing/educational event around neighborhood revitalization to support *Love Your Neighborhood* programs and build brand recognition.

**Strategic Objective Five** - *Build a strong Board through recruitment, retention and targeted engagement of current and future directors on resource development, subject matter expertise and the strategic vision of the Affiliate.*

**Strategic Initiative Five - One** - Enhance and expand a robust board recruitment and on-boarding process.

- *Action Step A* - Maintain a three-year plan of current Board terms and prospective Board members.
- *Action Step B* - Develop a process for identifying and prioritizing areas of interest/expertise for

all Board members and further integrate each individual into a specific niche that best serves the Affiliate and engages the Board member.

- *Action Step C* - Improve the Board orientation process by adding to the current curriculum with information on fair housing, poverty issues, brand messaging, external partnerships, financial stability and resource development.

**Strategic Initiative Five - Two** - Strengthen the Board's commitment to the success of the Affiliate.

- *Action Step A* - Require all Board members to make a financial (cash contribution) commitment to the Affiliate.
- *Action Step B* - Develop and enforce a minimum set of standards for Board accountability.
- *Action Step C* - Develop and formalize a comprehensive, timely and insightful annual review process for the CEO.

**Strategic Initiative Five - Three** - Engage the Board of Directors in high-level, regular, visionary discussions.

- *Action Step A* - Organize, schedule and carry out Board-level discussion topics to support strategic decision making for the Affiliate. Those topics may include, but are not limited to: global engagement, fair housing, rental/rent-to-own policies, mortgage regulations, ReStore expansion, multi-family housing, regional partnerships, home maintenance, material and design build techniques, advocacy and other matters related to long-term, strategic goals of the Affiliate.

## Conclusion

"The theology of the hammer embraces wholeheartedly the idea that the love of God and love of man (sic) must be blended. The word and the deed must come together. One without the other is devoid of meaning ... As the deed gets closer to the word, God gets closer to us. The results are always wonderful - and sometimes spectacular." - Millard Fuller, founder Habitat for Humanity International

Our vision is about more than a structure or an address; it is about people. We work to ensure everyone has a decent place to live so that families build strength, stability and self-reliance through shelter.

No matter what may differentiate us from one another, we are called to love our neighbors as ourselves and that love calls upon us to serve our neighbors. LHFH's strategic plan is a road map for more effectively serving our mission of bringing people together to build homes, communities and hope.

