

Habitat for Humanity Utah County

2014-2018 Strategic Plan



Prepared for the Board of Directors

by

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Habitat for Humanity of Utah County (HHUC) is a registered 501(c)3 corporation headquartered in Orem, Utah. HHUC has been in operation since 1991 and is a local affiliate of Habitat International. Both organizations work to improve the lives of individuals and communities by focusing on the issue of poverty housing. This strategic plan represents a key milestone in an effort by HHUC to enhance its capabilities to fight poverty housing within Utah County and is part of an ongoing strategic planning, implementation, and evaluation program. This plan describes HHUC's mission, vision, and values, strategic objectives for the 2014-2018 five year period, and identifies action steps to allocate time, energy, financial resources, and organizational strengths to achieving these objectives.

The HHUC plan has been developed in concert with and supports the five year strategic plan of Habitat International. That plan focuses on three major goals: "1) improve housing conditions for an ever-larger number of the world's poor and low-income families; 2) support and influence partner organizations to increase access to shelter and advocate for affordable housing policies; and 3) mobilize hands, hearts and voices of volunteers in the cause of adequate and affordable housing."¹

I. **Mission, vision, and values**

During the spring and summer of 2013, the strategic planning committee of the HHUC board completed a review and revision of the organization's mission statement. The review began with a 360° feedback assessment to better understand how the organization, and its mission, were perceived by board members, client families, partner organizations, staff, and volunteers. The assessment identified areas of strength for HHUC (e.g., the high commitment level of all stakeholders to the elimination of poverty housing) and areas of concern (e.g., misperceptions about the role of HHUC in helping individuals and families). Based on the assessment data and subsequent discussions, the committee revised the mission, vision, and values of the organization as follows:

Mission: Seeking to put God's love into action, HHUC **helps** lift people, **fosters** hope, and **unites** diverse groups to **improve** the lives of individuals, families, and communities by building, renovating, and repairing homes.

Vision: Utah Valley free from poverty housing

¹ Goals taken from http://www.habitat.org/lac_eng/newsroom/2013/GSP.aspx, accessed 05 June, 2014

Values:

- **Commitment**—we act with dedication, integrity, and passion to make a noticeable and sustainable difference in the lives of individuals, families, and communities.
- **Compassion**—our efforts are guided by, and reflect, true Christian love. We treat others with kindness and respect, and we aim to look past current challenges, difficulties, and faults and recognize their divine potential.
- **Mentoring**—we work side by side with others, providing the coaching, support, and training that facilitates individual development. We hold ourselves and our associates accountable for their own contributions.
- **Partnership**--we leverage the skills and talents of others in our work. We seek out and foster high quality collaboration with individuals, organizations, and communities both globally and locally.
- **Self-sufficiency**—our work aims to develop the ability of individuals, families and communities to meet their ongoing and long term needs with stability and security.

II. Strategic objectives and action plans

In light of the mission, vision, and values, the strategic planning committee and the Board have adopted the following objectives for the next five year period.

1. Strengthen the financial foundation of HHUC.

A. Open a third RESTORE operation in North Utah County.

Action Plan: The Restore operations need to bring in an estimated average of \$80,000 per month to cover ALL HHUC operating costs. The Board has established a RESTORE locating committee that is actively working to select a site, arrange financing, and open a third RESTORE outlet.

Timing: HHUC hopes to have its third RESTORE operating by 2016, and meet its \$80,000 monthly revenue goal by December of 2015. Establish a reserve account (July 2014) to begin saving money to meet upfront costs of opening a new restore operation.

- B. Reduce mortgage delinquency rate by 50% and insure that all mortgage payments go toward the costs of new houses.

Action plan: The HHUC attorney will work to consistently enforce the delinquency policy. As the new RESTORE operations generate sufficient cash flows for HHUC, mortgage payments will be dedicated toward supporting the cost of new housing.

Timing: HHUC aims to have the mortgage delinquency rate cut to ½ of its 01 April, 2014 level by 01 April, 2015. The organization hopes to have mortgage payments cover 50% of one house (house + land) during 2015, 60% of one house in 2016, 75% of one house in 2017, and 100% of one house by 2018.

- C. Create a revolving loan fund to enable more Neighborhood Revitalization Initiative (NRI) work.

Action plan: the director will work with local public agencies (e.g., city, county, and state redevelopment units) and private organizations (e.g., Home Depot and other private donors) to establish a revolving loan fund.

Timing: fund to be operational by 01 April 2015.

2. Strengthen and systematize the volunteer program.

Action plan: HHUC is currently shifting staff job roles to create a dedicated volunteer coordinator. One task of this individual will be to work toward a stable and sustainable volunteer program to staff the RESTORE operations. HHUC will also work with external marketing agencies and media outlets to run a series of Public Service Announcements (PSAs) to encourage donations and purchases at the RESTORE locations.

Timing: HHUC hopes to have the volunteer coordinator position in place by 01 September, 2014, and a stable volunteer program operational by 01 June, 2015.

3. Improve community partnerships and perceptions

- A. Grow and deepen the number and skills of community partners.

Action plan: Use board member seats and contacts to find local contractors, donors, and highly skilled professionals to improve HHUC resources and capabilities. The director will work with the Board to recruit new members, pro bono consultants, and other volunteers to deepen the talent pool that HHUC can draw upon. HHUC will also dedicate staff resources to improving its existing MVP program

Timing: Work to begin summer 2014 and to continue throughout the duration of the strategic plan.

B. Engage in external marketing to communicate mission and correct misperceptions.

Action plan: The strategic planning committee and consultants will be working with Linda Walton of the Walton Group to design and plan a long term marketing, media, and public relations plan to help Utah County residents better understand what HHUC is and is not. HHUC will utilize volunteers from BYU, UVU, and other local groups to implement the plan.

Timing: Work to begin summer 2014 and to continue throughout the duration of the strategic plan.

4. Help an increasing number of families move out of poverty housing.

Action plan: As the objectives above are realized, HHUC will work to achieve the following

Year	families helped	New homes finished	NRI projects
2014	20	4	16
2015	30	5	25
2016	35	6	30
2017	40	7	35
2018	45+	8	40

III. Conclusion

HHUC has a long and proud heritage of helping individuals and families in Utah County. Unlike many local affiliates of Habitat International, HHUC enjoys a large pool of volunteers willing to assist. As the organization implements the action steps in this strategic plan, it should find itself on a stronger financial footing, enjoying greater levels of community support (volunteers, donors, and positive goodwill among members). This plan should help the organization work toward a Utah County free of poverty housing.