

**Strategic Goals:
Consensus Priorities
2020-2023**

Impact Statement: Recognizing that stable and affordable housing directly impacts health, safety, education and community engagement, Fayetteville Area Habitat for Humanity will seek out low wealth families who desire the responsibility of homeownership and wish to dedicate themselves to neighborhood uplift while breaking the cycle of generational poverty. We will provide affordable housing solutions in areas where our community partners support our vision by answering other needs such as community safety, availability of food and services, transportation and recreation.

Fayetteville Area Habitat for Humanity strives to be at the center of both urban community revitalization and rural community stabilization in Cumberland, Sampson, and Bladen counties. We will intentionally build small clusters of homes while creating strategic revitalization and repair in both rural and urban settings. We will engage area churches and religious institutions, employers, school systems and other non-profit organizations in realizing these goals. When done well, our collaborations with area municipalities, county governments and other key partners will lead to substantive change in the lives of people and communities.

1. FINANCIAL

Objective: Stabilize and improve the Affiliate's financial condition.

- A. Build Operating Reserves
 - Build a 6-month operating reserve.
 - Free up mortgages in order to increase monthly income by selling some mortgages to a third-party bank(s). Determining the appropriate number of new mortgages to sell or assign, using Exhibit "A" as a guide. Exercise care in choosing which new mortgages to sell banks, as FAHFH may want to retain any mortgage that presents as "higher risk" in order to work more closely with families on financial counseling.
- B. Reduce Expenses
 - Review and negotiate all contracts with vendors both in construction and operations.
 - Collaborate with state and local levels to reduce development and construction costs.
- C. Reduce Mortgage Delinquencies
 - Improve the mortgage delinquency rate in coordination with AMS Affiliated Mortgage Services with a goal of reducing it to less than 12% over the ensuing year and less than 7% from 2022-2025 while also utilizing staff suggestions to help reduce these rates.
- D. Reduce Debt
 - Establish use of funds protocol moving forward to best benefit FAHFH with percentages that will go toward debt reduction, operating reserve, capital reserve and miscellaneous areas.
 - Accelerate pay down of the 15-year loan to First Citizens to as little as five years without damaging positive cash flow. All other debts tied into closing can be paid off as homes close.

2. BOARD

Objective: Establish appropriate leadership & governance strategies for the Board of Directors

A. Members

- Determine ideal size, demographics, duties and responsibilities for the board, adjusting bylaws if necessary to accommodate. Determine and include appropriate accountability for board members.
- Search for members to diversify and mirror our service footprint with an eye toward connecting to people of influence and affluence.
- Recruit appropriate Robeson County board member(s) to help monitor developments and possible transition to serving Robeson.
- Create a Board of Directors Guide as well as recruitment and invitation protocol for new members.

B. Orientation/Training

- Create board education/orientation tools to ensure that all board members understand their role in fundraising/recruitment. Provide BOD with elevator speech and training on how to quickly engage potential donors, volunteers, and advocates.
- Plan annual or quarterly education opportunities for board members to learn about particular facets of FAHFH.
- Offer leadership development and training to incoming presidents or president-elect's i.e. Harvard's Leadership for Nonprofits, NALO (New Affiliate Leadership Orientation).

C. Engagement

- Continue to offer virtual board meetings to increase participation as our members become more regionalized.
- Conduct quarterly face-to-face board meetings. Consider an annual social event to supplement these meetings and connect our board members to the communities we serve, for the purpose of showing appreciation and creating other relationships.
- Offer volunteer and participation opportunities to the Board of Directors.
- Strengthen the planning of closings and events in order for board members to have opportunities to schedule appearances/participation.
- Offer projects for board members to work on between meetings as the collaborations will help develop relationships between board members.

3. FAMILIES

Objective: Define and adopt best practices across the full range of Family Services activities to include: Family Recruitment, Mortgage Qualification, Financial Counseling, and Readiness Training for Homeownership (i.e. financial intelligence, neighborhood investment, ongoing home maintenance, etc).

A. Recruitment

- Initiate a Family Development Strategy.
- Attract highly qualified applicants to participate in the traditional model of our Homeownership Program.
- Determine and confirm the demographic FAHFH will consistently serve (c.f. 30 – 80% AMI).

- Ensure proper practices are in place with regard to qualifying families for 1) Need; 2) Ability to Pay; and 3) willingness to partner.
- Recruit across our entire service footprint.

B. Engagement

- Devise a Sweat Equity Tracking System – Community Partnerships.
- Provide opportunity for family involvement during process and following closing.
- Increase engagement from families throughout the process until closing. Create means of engaging families during crisis or special circumstances.

C. Follow Through

- Implement and maintain a “Follow Up” program after families close.
- Utilize the NC Housing Foundation REALTOR Certification Program to refer overqualified applicants of our program in order to strengthen the REALTOR relationship.
- In the first year, create homeowner association (HOA)/leadership engagement training for Oakridge Estates in preparation for relinquishing control of the HOA to homeowners.

4. FUNDRAISING

Objective: Diversify our fundraising program, and increase individual/corporate giving, while building a sustainable annual fundraising program.

A. Government

- Strengthen relationships/partnerships with the municipalities and counties we serve for community development grants, new construction and repairs, etc.
- Strengthen relationships/partnerships with state leadership and departments for available grants programs or other funding opportunities.

B. Funds/Endowments

- Build a fundraising statement in order to create a foundation pipeline.
- Create a foundation proposal template that can be adjusted as needed.
- Develop a calendar of submission deadlines.
- Create a system to cultivate and track communication and updates with our foundation supporters or prospects.

C. Corporate

- Conduct relationship mapping and other donor research to identify prospective major gift volunteers.
- Analyze current database to determine investors in the range of \$5,000 - \$10,000.

D. Faith Organizations

- Create special events and “builds” as a way to bridge contributor relationships and promote awareness about FAHFH within the faith community.
- Expand our list of local organizations and develop monthly newsletters with updates and ways to support FAHFH.
- Promote Home Sponsorship, and create a sponsorship payment plan.
- Develop a plan for every area church to make a minimum \$100 gift to Habitat for affordable housing.

E. Groups and Clubs

-Cultivate and maintain relationships to identify donors with a giving capacity of \$5,000 and greater.

F. Individual Donations

-Identify one-time donors from multiple programs and sources with a goal of them becoming annual donors.

G. Board

-Set fundraising goals for the Board of Directors and track board members engagement through ALL donation's sources i.e. direct giving, ReStore, sponsorships, non-monetary donations and hours served.

H. Special Event and Third-Party Events

-Create new special and third-party events as a way to widen the number of contributors, and promote awareness about FAHFH within the community.

-Develop and plan annual events in a cost-effective way to increase giving and awareness i.e. 5K Run, Gala, Cake Auction, Gingerbread Community of Hope.

-Research the past special event donor data for geographical information in an effort to re-engage those donors.

5. COMMUNICATIONS

Objective: Design communications, marketing and public relations plan that will support this strategic plan.

A. Reputation

-Continue to control the conversation about our brand and adjust our social media response based on research.

B. Communication

-Create and raise awareness, positioning FAHFH as a leader in our field and educating our communities about core issues.

-Create incentive for ReStore donations and stimulate purchases by driving Habitat ReStore brand and brand recognition.

-Establish Video testimonial archive database; embed videos in Website; newsletter; other communications. Implement them in a monthly, strategically placed media push to the community.

C. Engagement

-Improve and Increase our messaging through Email marketing, Facebook, Instagram, Twitter, Change.org, etc.

-Develop recruitment tools for volunteers of all demographics by creating opportunities and media connections that meet their needs, abilities and varying interests.

-Incorporate board and volunteers in the use of handwritten notes and other expressions of gratitude to donors of funding, materials, in-kind, time, and more.

6. CONSTRUCTION

Objective: Develop aggressive; also, realistic construction/repair/revitalization goals for 2021 – 2023.

A. New Homes

- Build 22-24 new homes in 2021.
- Build 18-20 Houses in Cumberland; 2 in Sampson; 1- 2 in Bladen.
- Build 18-25 houses in Cumberland, Sampson & Bladen cumulatively in 2022.
- Determine more specific numbers of houses to build in each county as the plan progresses and tiered goals are met.
- Build 25-35 Houses in Service Area (including Robeson) in 2023.
- Provide new floor plan options (main focus-2-bedroom, 4 bedrooms, eating area added to all).
- Consider land and homeowner identification when deciding the number of homes that we will build per year. The family size will determine house plan/square footage.
- B. Critical Repairs
 - Repair 20 Houses in Cumberland; 5 each in Sampson & Bladen.
- C. Staffing
 - Devise construction work teams by county.
 - Create staffing plans needed for construction and repairs programs 2021 – 2023 to include family services staff.
 - Incorporate necessary construction staff training and development into the overarching strategic plan.
 - Review training formats of top businesses. Utilize the knowledge obtained to create a training module that will work for all our demographics of staff and relate to 21st century company's infrastructure. In short, utilize that information as a template to create our own training modular that relates to who we hire.
- D. Footprint
 - Collaborate with cities, counties to acquire land.
 - Build homes in desirable areas.
 - Build homes in a block format within areas where there is a metropolitan-style community with potential for positive community growth, ownership, and vigorous revitalization in partnership with the city.
 - Expand footprint into Robeson County within 3 years with a goal of building up to 10 houses per year.
- E. Oakridge Estates
 - Turn retention pond over to the City of Fayetteville, as soon as allowable, for future maintenance. Speak with lead city employees that can facilitate this transition.
 - Redraft the HOA documents for Oakridge Estates prior to completion of the neighborhood and turning control of HOA to homeowners.

7. ReStore

Objective: Increase the profitability of the ReStore to create enough cash flow to cover operations of the affiliate.

- A. Products and Services
 - Offer desirable products in good or excellent condition at budget and/or bulk prices.
 - Differentiate our ReStore from other discounted reuse stores in the area through:
 - i. Products online, allowing for 24/7 shopping.
 - ii. Our welcoming and friendly store environment, well-staged so people can enjoy shopping while supporting a cause without the feel of a thrift store.
 - iii. Our customer service includes pick up of donations/delivery of purchases.

iv. Our inventory variety, consisting of sought-after items priced affordably.

B. Sales Goals

-The first year 2020-2021 in store sales at \$1,000 per day/5 days per week (\$5K/week) and \$500 online/6 days per week (\$3K/week). \$8k/week; \$32K/month; \$384K/year.

-Second year, 2021-2022 \$150K growth= \$534K/year.

-Third year, 2022-2023 \$150K growth = \$684K/year.

C. Partnership Goals

-Secure new business partnerships and relationships with local businesses to increase inventory; quality; and variety.

-Work with retailers to secure appliances, as they are one of our fastest sellers.

D. Marketing Goals

-Raise awareness of our existence and the mission we serve. This will serve to increase donations as well as consumers which translates to sales.

-Work with the Communications Department to incorporate our messaging into marketing materials per the ReStore Business Plan.

-Strengthen our online presence through other platforms similar to OfferUp which allows us to leverage their audience with little effort and expense.

E. Expansion Goals

-Acquire another larger truck and add additional drivers/movers.

-Open a second location in 2022.

