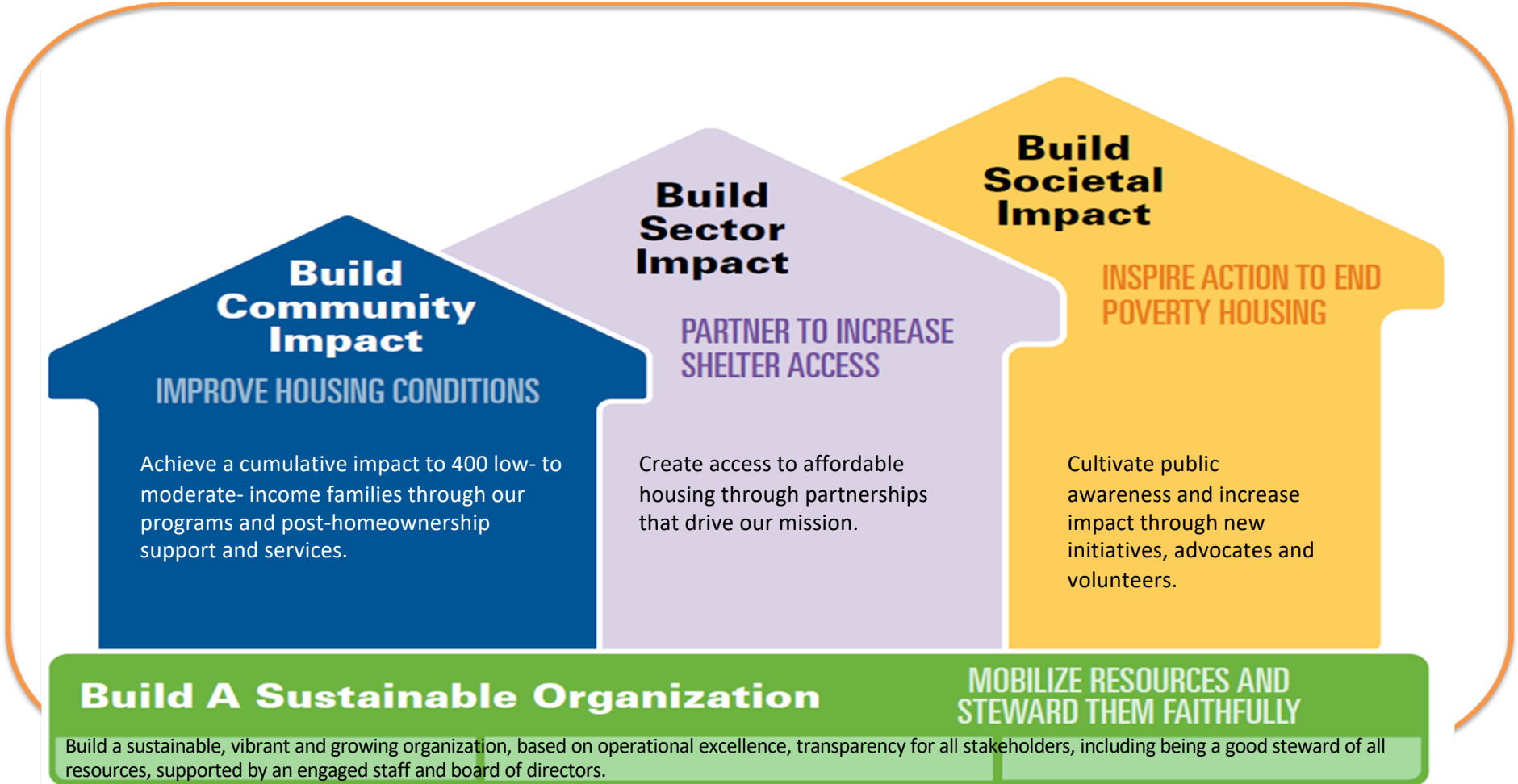




Strategic Plan July 2021 – June 2024



Board Approved (May 25, 2021)





Build A Sustainable Organization

Habitat for Humanity Sarasota

GOAL: Build a sustainable, vibrant and growing organization, based on operational excellence, transparency for all stakeholders, including being a good steward of all resources, supported by an engaged staff and board of directors.

Strategic Objective	Approach	Metrics and Targets
Operate with Excellence	<ul style="list-style-type: none"> Transparent communication with internal and external audiences 	<ul style="list-style-type: none"> Guidestar/Charity Navigator top level Maintain verified status on Giving Partner Two-year Development and Communication plans with measurable benchmarks Remain in good standing with HFHI Follow mortgage lending compliance/regulations
Create a scalable organization (ReStore, construction and administration)	<ul style="list-style-type: none"> Enhance staff capacity Increase retention of current staff 	<ul style="list-style-type: none"> Increase staff to support operations and program delivery Remain current on job descriptions, benefits, professional development and salary based on workforce market environment, performance and talent.
Implement new construction efficiencies	<ul style="list-style-type: none"> Sustainable construction methods 	<ul style="list-style-type: none"> Implement cost effective construction purchasing Explore variations in housing products (townhomes / attached and detached cluster / container housing etc.) Create new floor plans



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Strategic Objective	Approach	Metrics and Targets
Maintain a 3-year cash flow projection	<ul style="list-style-type: none"> • Cashflow supports the build schedule • Increase program funding • Maintain cash reserves to meet operational needs 	<ul style="list-style-type: none"> • Monitor cash flow to support the number of families to be served • Seek new grant opportunities; increase major giving; donor retention • 100% funding prior to groundbreaking
Streamline Mortgage Servicing process	<ul style="list-style-type: none"> • Transfer mortgage servicing to third party • Adopt mortgage servicing standard of operations for in-house loan servicing 	<ul style="list-style-type: none"> • Provide an online option for homeowners to pay their mortgage • Report mortgage payments to credit bureau • Reduce mortgage delinquency rate • Create an action plan for each delinquent loan • Shred stored documents based on document retention guidelines
ReStore operations fuel our mission	<ul style="list-style-type: none"> • Financial support to cover operational expenses 	<ul style="list-style-type: none"> • All philanthropic contributions support programs • Mitigate Workmen’s Compensation & Insurance Liability claims • Billboard to the community for mission outreach • Maintain quality merchandise donation level



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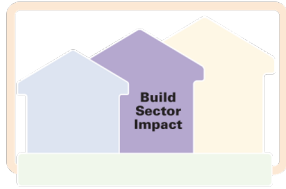
Strategic Objective	Approach	Metrics and Targets
<i>Board of Directors Engagement</i>	<ul style="list-style-type: none">• Grow board governance committee to five members	<ul style="list-style-type: none">• Refine Board of Directors role and responsibilities• Implement a self-evaluation process• Develop interest survey / renewal form• Achieve 100% board giving annually• Drive board recruitment with mission-critical skills and diversity at the forefront



Build Community Impact *Habitat for Humanity Sarasota*

GOAL: Achieve a cumulative impact to 400 low- to moderate-income families through our programs and post-homeownership support and services.

Strategic Objective	Approach	Metrics and Targets
Homeownership Program Serve 35 families	<ul style="list-style-type: none"> Targeted communication to recruit qualified applicants Equal Housing Opportunity Provider Hammock Place neighborhood complete 	<ul style="list-style-type: none"> Reduce program turnaround time (application to move-in) Provide Pathway to Homeownership workshops Maintain mortgage lending compliance/regulations Homeownership pipeline and funding aligns with build schedule Hammock Place neighborhood complete
Critical Home Repair Program Serve 40 families	<ul style="list-style-type: none"> Leverage partnerships as a catalyst for community transformation. 	<ul style="list-style-type: none"> Cultivate new partnerships with vendors for donations and in-kind services Increase funding
<i>Resource for the 350 families that have benefitted from our program since 1985.</i>	<ul style="list-style-type: none"> Community resource to mitigate financial setbacks for our homeowners Hammock Place Homeowners Association 	<ul style="list-style-type: none"> Maintain 2-10 Home Warranty Program Keep up with fraudulent neighborhood sales pitches for repairs Monitor trends in Homeowner Insurance Policy changes and premium renewals Provide management for the Hammock Place Homeowners Association Turn HOA control over to the members



Build Sector Impact

Habitat for Humanity Sarasota

GOAL: Create access to affordable housing through partnerships that drive our mission.

Strategic Objective	Approach	Metrics and Targets
<p>Increase access to homeownership opportunities in Sarasota</p>	<ul style="list-style-type: none"> Stay current with housing market conditions, construction material supply, subcontractor workforce etc. 	<ul style="list-style-type: none"> Monitor and engage with Habitat Florida 2030 plan Monitor opportunities for resources to provide affordable mortgages Relationships with local government officials Engage in local affordable housing advisory committees
<p>Develop a large-scale, transformational neighborhood</p>	<ul style="list-style-type: none"> Seek large-tract land acquisition Increase affordable housing options for families earning 60% AMI (very low-income families) 	<ul style="list-style-type: none"> Follow County surplus land procedures Create site development plan to include higher density (multi-family units)



Build Societal Impact

Habitat for Humanity Sarasota

GOAL: Cultivate public awareness and increase impact through new initiatives, advocates and volunteers.

Strategic Objective	Approach	Metrics and Targets
Create opportunities for trade education	<ul style="list-style-type: none"> Provide a real-world, onsite, construction classroom experience and training 	<ul style="list-style-type: none"> Provide classroom environment to up to 100 students annually Communication plan to align goals and define roles between partners
Grow the volunteer core	<ul style="list-style-type: none"> Mobilize volunteers as hearts, hands and voices for the cause of affordable housing. Recruit volunteers with needed strategic skill sets 	<ul style="list-style-type: none"> Decrease build schedule timeline Reduce cost of construction Train as advocates
Affordable Housing Advocacy	<ul style="list-style-type: none"> Promote policies and systems that advance access to affordable housing 	<ul style="list-style-type: none"> Participate in Habitat on the Hill Participate in Habitat for Humanity International Cost of Home campaign