

# **SAGINAW HABITAT FOR HUMANITY STRATEGIC PLAN**

For Fiscal Years  
July 1, 2010 – June 30, 2011  
and  
July 1, 2011 – June 30, 2012

Building our affiliate by managing the  
Five elements of success:

**Qualified Families**  
**Suitable Properties**  
**Skilled Volunteers**  
**Adequate Funding**  
**A Strong Organization**

**MISSION STATEMENT:**

SAGINAW HABITAT FOR HUMANITY, IN PARTNERSHIP WITH GOD AND PEOPLE FROM ALL WALKS OF LIFE, BUILDS AND RENOVATES HOUSES IN SAGINAW COUNTY TO CREATE DECENT HOMES FOR PEOPLE IN NEED, AND TO DEVELOP COMMUNITIES WHERE EVERYONE CAN LIVE AND GROW INTO THEIR GOD-GIVEN POTENTIAL.

**BELIEFS AND VALUES:****WE BELIEVE:**

- EVERY FAMILY HAS THE RIGHT TO A SIMPLE DECENT AFFORDABLE HOME.
- A SIMPLE DECENT HOME IS A NECESSARY INGREDIENT FOR BUILDING A STRONG FAMILY.
- STRONG FAMILIES ARE THE BACKBONE OF GOOD NEIGHBORHOODS.
- GOOD NEIGHBORHOODS ARE THE CORNERSTONE OF STRONG, CARING COMMUNITIES.

SAGINAW HABITAT FOR HUMANITY IS AN ECUMENICAL CHRISTIAN ORGANIZATION WHICH FOLLOWS THE GUIDING PRINCIPLES OF HABITAT FOR HUMANITY INTERNATIONAL.

1. DEMONSTRATE THE LOVE AND TEACHINGS OF JESUS CHRIST TO ALL PEOPLE.
2. MAINTAIN THE COMMITMENT OF THE PEOPLE TO PEOPLE PARTNERSHIPS.
3. PROVIDE SIMPLE, DECENT AND AFFORDABLE HOUSING FOR PEOPLE AND FAMILIES WHO ARE LIVING IN INADEQUATE HOUSING AND UNABLE TO SECURE CONVENTIONAL FINANCING.
4. BE NON-DISCRIMINATORY IN ALL MATTERS; SELECT PARTNERS ACCORDING TO NEED, WILLINGNESS TO WORK AND ABILITY TO PAY.
5. SELL HOUSES WITH NO PROFIT.
6. TITHE 10% OF UNRESTRICTED CASH DONATIONS TO HABITAT FOR HUMANITY INTERNATIONAL.

**VISION 2012:**

SAGINAW HABITAT FOR HUMANITY IS A DYNAMIC, EFFICIENT, WELL-RESPECTED CHRISTIAN HOUSING MINISTRY. WE PROVIDE SIMPLE DECENT HOMES. WE ARE A CATALYST IN PROVIDING AFFORDABLE HOUSING IN SAGINAW COUNTY.

1. WE ARE GOOD AND CAREFUL STEWARDS OF ALL OUR RESOURCES.
2. WE ARE SUPPORTED BY THE FAITH COMMUNITY AND RECEIVE ACTIVE INVOLVEMENT FROM A BROAD BASE OF CONGREGATIONS IN SAGINAW COUNTY.
3. WE HAVE A STRONG FUND DEVELOPMENT PROGRAM, WHICH SECURES BROAD FINANCIAL SUPPORT THROUGHOUT THE COMMUNITY.
4. WE ARE ACTIVELY INVOLVED IN STRONG, PRODUCTIVE COLLABORATION WITH OTHER AREA ORGANIZATIONS TO BUILD VIABLE COMMUNITIES THROUGHOUT SAGINAW COUNTY.
5. WE HAVE A FAMILY SELECTION PROCESS WHICH EFFECTIVELY ASSISTS AND SELECTS APPLICANTS AND MAINTAINS A WAITING LIST OF QUALIFIED FAMILIES.
6. WE HAVE A FAMILY SUPPORT PROCESS WHICH EFFECTIVELY PREPARES AND MENTORS PARTNER FAMILIES ON AN ONGOING BASIS.
7. WE HAVE AN EFFICIENT PROCESS WITH WELL-DEFINED PLANS FOR EACH PROJECT.
8. WE HAVE AN EFFECTIVE CONTINUOUS IMPROVEMENT PROGRAM.
9. WE HAVE A DEDICATED, ETHICAL AND EFFECTIVE BOARD OF DIRECTORS, STAFF, AND GROUP OF VOLUNTEERS.

**CURRENT REALITY 2010**

**1) WE ARE GOOD AND CAREFUL STEWARDS OF ALL OUR RESOURCES . . .**

- a) WE ARE IN A WEAK FINANCIAL POSITION.
- b) WE DON'T EFFECTIVELY ENGAGE THE VOLUNTEER BASE.
- c) THE ReSTORE HAS NOT MET ITS FULL POTENTIAL.
- d) OUR PHYSICAL RESOURCES, TOOLS AND EQUIPMENT, ARE NOT PROPERLY MAINTAINED AND SECURED.

**2) WE ARE SUPPORTED BY THE FAITH COMMUNITY . . .**

- a) THE MAJORITY OF CONGREGATIONS IN SAGINAW COUNTY ARE NOT INVOLVED.

**3) WE HAVE A STRONG FUND DEVELOPMENT PROGRAM . . .**

- a) OUR FUND RAISING DOES NOT SUPPORT CURRENT NEEDS.

**4) WE ARE ACTIVELY INVOLVED IN STRONG, PRODUCTIVE COLLABORATION . . .**

- a) WE MUST CONTINUE TO IMPROVE OUR COLLABORATIVE EFFORTS WITH OTHER ORGANIZATIONS.

**5) WE HAVE A FAMILY SELECTION PROCESS WHICH EFFECTIVELY ASSISTS . . .**

- a) WE HAVE DEVELOPED AND IMPLEMENTED A COUNTYWIDE MARKETING PLAN.
- b) WE CURRENTLY HAVE AN ADEQUATE NUMBER OF SELECTED FAMILIES.
- c) OUR CURRENT FINANCIAL FORMULA TO QUALIFY FAMILIES IS OUT OF DATE.

**6) WE HAVE A FAMILY SUPPORT PROCESS WHICH EFFECTIVELY PREPARES...**

- a) WE NEED MORE FAMILY ADVOCATES.
- b) THE FAMILY ADVOCATE PROCESS IS NOT AS EFFECTIVE AS IT COULD BE.

**7) WE HAVE AN EFFICIENT PROCESS WITH WELL- DEFINED PLANS . . .**

- a) OUR CURRENT HOME BUILDING PROCESS IS NOT AS EFFICIENT AS IT NEEDS TO BE.
- b) WE HAVE A WELL DEFINED PROCESS FOR RENOVATION.
- c) THE HOME REPAIR PROGRAM NEEDS TO BE DEFINED AND IMPLEMENTED.
- d) THE DECONSTRUCTION PROGRAM HAS NOT MET ITS FULL POTENTIAL.

**8) WE HAVE AN EFFECTIVE CONTINUOUS IMPROVEMENT PROGRAM.**

- a) WE HAVE NO CONTINUOUS IMPROVEMENT PROGRAM.

**9) WE HAVE A DEDICATED, ETHICAL AND EFFECTIVE STAFF AND BOARD OF DIRECTORS.**

- a) OUR POLICY AND PROCEDURE MANUALS ARE INADEQUATE IN LIGHT OF OUR CURRENT VISION.
- b) OUR ORGANIZATIONAL STRUCTURE AND COMMUNICATIONS ARE NOT AS EFFECTIVE AND EFFICIENT AS THEY COULD BE.
- c) OUR BOARD MEMBERS SHOULD BETTER UNDERSTAND AND ACTIVELY ENGAGE IN THEIR ROLES.

**2012 STRATEGIC PLAN OBJECTIVES & GOALS****MAJOR OBJECTIVES & GOALS:**

- 1. IMPROVE THE FINANCIAL STRENGTH OF THE ORGANIZATION TO ENSURE EFFECTIVE, SUSTAINABLE OPERATION OF THE AFFILIATE.**
  - a. REQUIRE ALL PROJECTS TO HAVE FUNDING IN PLACE BEFORE WORK BEGINS.
  - b. ACHIEVE A MINIMUM OF \$150,000 NET PROFIT FROM THE ReSTORE IN EACH OF THE NEXT TWO FISCAL YEARS.
  - c. IDENTIFY AN ACCEPTABLE LEVEL OF MORTGAGE DELINQUENCIES AND FORECLOSURES.
  - d. IMMEDIATELY IDENTIFY AN ACCEPTABLE LEVEL OF SHORT TERM AND LONG TERM DEBT.
  - e. DEVELOP A WRITTEN INCENTIVE PROGRAM TO APPLY TO ANY VACANT HABITAT HOUSE.
  
- 2. DEVELOP AND IMPLEMENT ONGOING, EFFECTIVE VOLUNTEER PROGRAMS FOR THE WHOLE AFFILIATE.**
  - a. DEVELOP A PROGRAM TO COORDINATE ALL VOLUNTEER ACTIVITIES.
  - b. IMPLEMENT THE CHURCH RELATIONS PLAN.
  - c. EVALUATE THE EFFECTIVENESS OF THE FAMILY ADVOCATE PROGRAM.
  
- 3. ENHANCE RELATIONSHIPS WITH CURRENT SPONSORS AND DEVELOP RELATIONSHIPS WITH POTENTIAL SPONSORS TO ACHIEVE FINANCIAL AND VOLUNTEER SUPPORT FOR ALL PROJECTS.**
  - a. SPECIFICALLY DEFINE THE TERMS "SPONSOR" AND "SPONSORSHIPS".
  - b. ACKNOWLEDGE SPONSORS BY PROMOTING AND SUPPORTING THEIR SERVICES.

## **2012 STRATEGIC PLAN OBJECTIVES & GOALS**

### **MAJOR OBJECTIVES & GOALS:**

- 4. IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF ALL PROJECTS**
  - a. INCREASE THE NUMBER OF RENOVATION PROJECTS.
  - b. DEVELOP A HOME REPAIR PROGRAM.
  - c. DEVELOP SPECIFIC GOALS FOR THE DECONSTRUCTION PROGRAM.
  
- 5. IMPLEMENT AN EFFECTIVE CONTINUOUS IMPROVEMENT PROGRAM.**
  - a. EVALUATE OUR PERFORMANCE TRACKING SYSTEMS AND REPORTING PROCEDURES AND MAKE NECESSARY CHANGES.
  - b. INSTALL ANY NEEDED UPGRADES TO OUR EQUIPMENT AND SOFTWARE.
  - c. DEVELOP A MASTER FORMAT FOR ALL STANDARD PROCEDURES AND POLICIES AND MAINTAIN A MASTER FILE / MANUAL FOR ALL SUCH DOCUMENTS.
  - d. REVIEW ALL POLICIES, PROCEDURES AND JOB INSTRUCTIONS. UPDATE AND AMEND AS NECESSARY.
  
- 6. IMPROVE OUR PUBLIC RELATIONS AND OUTREACH.**
  - a. ESTABLISH A PERIODIC SCHEDULE FOR UPDATING OUR SOCIAL MEDIA.
  
- 7. DEVELOP A PLAN TO ENSURE THE EFFECTIVE, SAFE, AND EFFICIENT OPERATION OF THE PHYSICAL PLANT.**