

# **SAGINAW HABITAT FOR HUMANITY STRATEGIC PLAN**

**2007 – 2010**

REVISED: JULY 19, 2007

**BELIEFS AND VALUES:**

**WE BELIEVE:**

- EVERY FAMILY HAS THE RIGHT TO 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 A CHRISTIAN ORGANIZATION WHICH FOLLOWS THE GUIDING PRINCIPLES OF HABITAT FOR HUMANITY INTERNATIONAL LISTED BELOW.

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 CASH DONATIONS TO HABITAT INTERNATIONAL.

**MISSION STATEMENT:**

SAGINAW HABITAT FOR HUMANITY IS A CHRISTIAN BASED, ECUMENICAL HOUSING MINISTRY WHOSE PURPOSE IS TO WORK WITH QUALIFIED FAMILIES AND HELP THEM BECOME OWNERS OF SIMPLE DECENT AFFORDABLE HOMES – AND TO WORK WITH OTHER ORGANIZATIONS, AGENCIES AND VOLUNTEERS TOWARD THE ELIMINATION OF SUB STANDARD HOUSING THEREBY BUILDING VIABLE COMMUNITIES THROUGHOUT SAGINAW COUNTY.

**VISION 2010:**

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 STRONGLY SUPPORTED BY THE FAITH COMMUNITY AND RECEIVE ACTIVE INVOLVEMENT FROM A MAJORITY OF THE HOUSES OF WORSHIP IN SAGINAW COUNTY.
3. WE HAVE A FAMILY-SELECTION PROCESS THAT EFFECTIVELY ADVISES, REFERS, AND SELECTS APPLICANTS AND PROVIDES A WAITING LIST OF QUALIFIED FAMILIES.
4. WE HAVE A FAMILY-SUPPORT PROCESS THAT EFFECTIVELY PREPARES AND MENTORS PARTNER FAMILIES.
5. WE HAVE A STRONG FUND-DEVELOPMENT PROGRAM, WHICH SECURES BROADBASED FINANCIAL SUPPORT FROM THROUGHOUT THE COMMUNITY.
6. WE HAVE AN EFFICIENT PROCESS WITH WELL-DEFINED PLANS FOR OUR BUILDING, RENOVATION, AND REPAIR EFFORTS.
7. WE ARE ACTIVELY INVOLVED IN STRONG, PRODUCTIVE COLLABORATION WITH OTHER AREA ORGANIZATIONS TO BUILD VIABLE COMMUNITIES THROUGHOUT SAGINAW COUNTY.
8. WE HAVE A DEDICATED, EFFECTIVE STAFF AND BOARD OF DIRECTORS.
9. WE HAVE AN EFFECTIVE CONTINUOUS QUALITY IMPROVEMENT PROGRAM.

**CORE PROCESSES****1. SELECT FAMILIES**

- RECRUIT, SELECT, AND PREPARE FAMILIES FOR OWNERSHIP.
- SUPPORT AFTER BUILD.
- COUNSEL AND ASSIST POTENTIAL QUALIFIERS.

**2. SELECT SITES**

- ENHANCE EXISTING SHFH NEIGHBORHOODS.
- SUPPORT EXPANSION TO NEW NEIGHBORHOODS.
- PROVIDE INVENTORY OF CURRENT SITES.

**3. BUILD AND MAINTAIN VOLUNTEER BASE**

- RECRUIT, PREPARE, EFFECTIVELY UTILIZE, AND RETAIN VOLUNTEERS.
- PUBLICIZE ALL VOLUNTEER OPORTUNITIES.

**4. PROVIDE SIMPLE, DECENT, AFFORDABLE HOUSES**

- PROMOTE AND ENSURE QUALITY AND SAFETY.
- PURCHASE BEST VALUE AND PURSUE COST REDUCTIONS.
- USE VOLUNTEERS EFFECTIVELY.

**5. ESTABLISH AND MAINTAIN GOOD COMMUNITY RELATIONS**

- PUBLICIZE AND PROMOTE THE VIRTUES AND INTENT OF HFH.
- GENERATE STRONG LOCAL SUPPORT.
- RECOGNIZE DONORS AND PARTICIPANTS.

**6. RAISE FUNDS AND CONTROL COSTS**

- MAINTAIN EXISTING SOURCES, SEEK AND DEVELOP NEW SOURCES.
- SPEND WISELY AND CONTROL COSTS.
- MANAGE THE RESTORE EFFECTIVELY.

**7. MANAGE AFFILIATE WITH SUFFICIENT, WELL-TRAINED STAFF**

- DEVELOP POLICIES AND PROCEDURES FOR ROUTINE ACTIVITIES.
- ASSESS STAFFING NEEDS ON A REGULAR BASIS.

2010 STRATEGIC OBJECTIVES

**PRIMARY OBJECTIVE:**

PROVIDE DECENT AND AFFORDABLE HOUSING FOR 20 NEW PARTNER FAMILIES ANNUALLY BY 2010.

**MAJOR SUPPORTING OBJECTIVES:**

1. EFFECTIVELY RECRUIT, SCREEN, AND SELECT PARTNER FAMILIES.
2. EFFECTIVELY SUPPORT PARTNER FAMILIES.
3. OBTAIN AFFORDABLE PROPERTIES, SUITABLE TO FAMILIES, WITHIN SAGINAW COUNTY.
4. EFFECTIVELY RECRUIT, ASSESS, TRAIN, SUPPORT AND RETAIN VOLUNTEERS FOR THE AFFILIATE'S ACTIVITIES.
5. MAINTAIN RELATIONSHIPS WITH CURRENT SPONSORS AND DEVELOP POTENTIAL SPONSORS TO ACHIEVE FINANCIAL AND VOLUNTEER SUPPORT FOR OUR CONSTRUCTION / REHABILITATION EFFORTS.
6. PROVIDE DECENT, AFFORDABLE HOUSING THAT MEETS SHFH ESTABLISHED STANDARDS OF QUALITY.
7. ACTIVELY PURSUE AN INCREASED LEVEL OF AWARENESS THROUGHOUT SAGINAW COUNTY.
8. BROADEN OUR FUND RAISING EFFORTS TO A LEVEL SUFFICIENT TO SUPPORT OUR GOALS.
9. ADMINISTER THE AFFILIATE UTILIZING SOUND MANAGEMENT PROCEDURES, CONSISTENT WITH THE PRINCIPLES OF HABITAT, INCLUDING HABITAT'S STANDARDS OF EXCELLENCE.
10. ASSURE A SUFFICIENT NUMBER OF SKILLED STAFF.

**MAJOR SUPPORTING OBJECTIVES AND GOALS:**

1. **EFFECTIVELY RECRUIT, SCREEN, AND SELECT PARTNER FAMILIES.**
  - 1.1. SELECT PARTNER FAMILIES ONE-YEAR IN ADVANCE OF THE BEGINNING OF THE HOUSE CONSTRUCTION / REHABILITATION PROCESS.
  - 1.2. DEVELOP A WRITTEN MARKETING AND OUTREACH PLAN THAT IDENTIFIES THE AFFILIATE EFFORTS AND ACTIVITIES TO RECRUIT FAMILIES, BY THE END OF 2007 AND IMPLEMENT UPON APPROVAL OF THE BOARD.
  
2. **EFFECTIVELY SUPPORT PARTNER FAMILIES.**
  - 2.1. ASSURE THAT EACH FAMILY IS ASSIGNED A SUPPORT ADVOCATE.
  - 2.2. DEVELOP A STANDARD PROCEDURE DEFINING SUPPORT ADVOCATE DUTIES AND RESPONSIBILITIES.
  
3. **OBTAIN AFFORDABLE PROPERTIES, SUITABLE TO FAMILIES, WITHIN SAGINAW COUNTY**
  - 3.1. EXTEND OUR ACTIVITY TO OUTLYING COUNTY AREAS.
  - 3.2. OBTAIN TAX INCENTIVES WHERE POSSIBLE.
  - 3.3. SEEK SUPPORT FROM OTHERS TO BUILD, REHAB AND IMPROVE WITHIN THE SAME IDENTIFIED COMMUNITIES.
  
4. **EFFECTIVELY RECRUIT, ASSESS, TRAIN, SUPPORT AND RETAIN VOLUNTEERS FOR THE AFFILIATE'S ACTIVITIES.**
  - 4.1. ENCOURAGE YOUNG PERSONS TO VOLUNTEER, MAINTAINING THE AFFILIATE'S STRONG RELATIONSHIP WITH VOLUNTEERS INTO THE FUTURE.
    - 4.1.1. START A CAMPUS CHAPTER
  - 4.2. ATTRACT A DIVERSE COMMUNITY OF VOLUNTEERS THAT REFLECTS THE DEMOGRAPHICS OF THE COMMUNITY.
  - 4.3. TRAIN FUTURE HOUSE, TEAM AND PROJECT LEADERS.
  - 4.4. MAINTAIN AN EFFECTIVE DATABASE OF VOLUNTEER RESOURCES.
  
5. **MAINTAIN RELATIONSHIPS WITH CURRENT SPONSORS AND DEVELOP POTENTIAL SPONSORS TO ACHIEVE FINANCIAL AND VOLUNTEER SUPPORT FOR OUR CONSTRUCTION / REHABILITATION EFFORTS.**
  - 5.1. DEVELOP ONGOING, EFFECTIVE OPERATING COMMITTEES IN THE FOLLOWING AREAS;
    - 5.1.1. CHURCH RELATIONS
    - 5.1.2. PUBLIC RELATIONS
    - 5.1.3. VOLUNTEER COORDINATION
    - 5.1.4. FUND RAISING
  - 5.2. DEVELOP A SPONSORSHIP PROGRAM FOR SCHOOL BUILDS INCLUDING FINANCIAL SUPPORT PARTNERS.

- 6. PROVIDE DECENT, AFFORDABLE HOUSING THAT MEETS ACCEPTABLE STANDARDS OF QUALITY.**
  - 6.1. DEVELOP AND IMPLEMENT AN EFFECTIVE REHAB PROCESS.
  - 6.2. EVALUATE THE POTENTIAL OF AN EFFECTIVE REPAIR PROCESS.
  - 6.3. ALL NEW CONSTRUCTION WILL BE ENERGY STAR RATED AND AS ENERGY EFFICIENT AS AFFORDABILITY WILL PERMIT.
  - 6.4. ALL REHAB AND REPAIR ACTIVITIES WILL BE ENERGY EFFICIENT WITHIN THE BOUNDS OF PRACTICALITY AND AFFORDABILITY.
  
- 7. ACTIVELY PURSUE AN INCREASED LEVEL OF AWARENESS THROUGHOUT SAGINAW COUNTY.**
  - 7.1. DEVELOP & IMPLEMENT A WRITTEN MARKETING PLAN TO ACCOMPLISH THE MAJOR SUPPORTING OBJECTIVES IN THE STRATEGIC PLAN BY THE END OF 2007.
  
- 8. BROADEN OUR FUND RAISING EFFORTS TO A LEVEL SUFFICIENT TO SUPPORT OUR GOALS.**
  - 8.1. DEVELOP PARTIAL COMMUNITY SPONSORS FOR SCHOOL AND COMMUNITY BUILDS.
  - 8.2. DEVELOP A MAJOR GIFT PROGRAM BY 2008.
  - 8.3. FOCUS OUR EFFORTS ON CORPORATIONS TO DO MULTI YEAR SPONSORSHIPS.
  - 8.4. PURSUE ALL AVAILABLE FUNDING THROUGH TAX INCENTIVES, GRANTS, AND GOVERNMENT SOURCES.
  - 8.5. OPERATE AND MAINTAIN A ReSTORE TO MAXIMIZE ITS FINANCIAL CONTRIBUTIONS TO THE AFFILIATE.
  
- 9. ADMINISTER THE AFFILIATE UTILIZING SOUND MANAGEMENT PROCEDURES, CONSISTENT WITH THE PRINCIPLES OF HABITAT, INCLUDING HABITAT'S STANDARDS OF EXCELLENCE.**
  - 9.1. FULLY IMPLEMENT A QUALITY IMPROVEMENT PLAN IN 2007.
  - 9.2. COMPLETE THE HFH INTERNATIONAL ORGANIZATIONAL DEVELOPMENT PROGRAM.
  - 9.3. IMPROVE ACCOUNTING PRACTICES AND REPORTING.
  
- 10. ASSURE A SUFFICIENT NUMBER OF EFFECTIVE STAFF.**
  - 10.1. DEVELOP AND ANNUALLY REVIEW A STAFFING PLAN THAT IDENTIFIES CURRENT AND FUTURE STAFFING NEEDS AND IDENTIFIES THE NUMBER OF QUALIFIED STAFF NEEDED TO MEET THE NEEDS OF THE AFFILIATE'S STRATEGIC PLAN.
  - 10.2. ACHIEVE HIGH LEVELS OF STAFF RETENTION.
    - 10.2.1. DEVELOP COMPETITIVE COMPENSATION RATES.
    - 10.2.2. MAINTAIN EFFORTS TO IMPROVE MORALE AND TEAMWORK.
  - 10.3. REFLECT THE DIVERSITY OF THE COMMUNITY SERVED.
  - 10.4. REQUIRE, PROMOTE, AND ASSIST EMPLOYEES TO CONTINUALLY UPGRADE THEIR SKILLS.