

# strategic plan 2019-2024



## Build a Sustainable Organization

- **Build Organizational Capability**
  - Increase revenue
  - Increase diversity of revenue sources, including public/ government
  - Lower construction procurement costs
  - Maintain fundraising expenses at ≤9% of total expenses
- **Improve Systems and Processes**
  - Leverage technology and collaboration tools to build capacity and knowledge
  - Improve Board effectiveness by aligning board member skills and capabilities with organizational needs
  - Provide training and tools for employees
  - Leverage relationships with Habitat affiliates to increase skills and capabilities
  - Update, standardize and automate work processes and systems
  - Shift organization focus from output to outcomes and impact
  - Measure effectiveness and sustainability of operations
  - Become an anti-racist organization
  - Improve internal communication processes and access to data
  - Maintain organizational and financial transparency



## Build Community Impact

- **Improve Systems and Processes**
  - Acquire and maintain a land bank sufficient for 3-5 years of inventory
  - Balance new construction and renovation/revitalization efforts to maximize community impact
  - Optimize and promote resiliency program and techniques to lessen impact of future disasters on affordable housing
  - Collaborate with other agencies on initiatives to improve quality of life for low-income, senior, disabled and veteran populations
  - Evaluate expansion of services to increase credibility, visibility and impact
- **Double annual number of new homeowners**
  - Increase number of new homeowners to 40 annually



## Build Sector Impact

- **Improve Systems and Processes**
  - Continue revitalization efforts in targeted neighborhoods
  - Engage with local, state and national leaders to address Houston's affordable housing needs
  - Achieve "leading voice" status within the affordable housing sector, helping shape the communities we serve
- **Develop Robins Landing**
  - Execute innovative, replicable community development model



## Build Societal Impact

- **Build Organizational Capacity**
  - Leverage connection between inequities housing with those in education and health to advance affordable housing issues
  - Advocate against racial inequities in affordable housing
  - Broaden and deepen opportunities for volunteer engagement