



## **2023-2025 Strategic Goals St. Croix Valley Habitat for Humanity Approved March 20, 2023 by Board of Directors**

Our goals were created at a Board and Staff retreat held on October 19, 2022 and refined in January 2023. These bold overarching ideas will solidify, improve and expand the operations of St. Croix Valley Habitat for Humanity over the next three years, serving families in need of decent affordable housing.

The goals emerged from the Strengths, Opportunities, Aspirations and Results (SOAR) that was utilized in the planning process. The ideas that were created on that day will guide SCVHFH as our organization continues to move forward and perform important work in our multiple communities and service area in the coming years.

### **The Attendees at the Retreat Identified These Six Goal Statements for their Future:**

- 1. Board: To establish a board that is highly functional and fully engaged. efficient, mission-focused group of leaders who support staff and connect the organization with resources and future direction. Jim, Joel, Kristie**
- 2. Building and Land: Over the course of 3 years, SCVH4H will provide 8 families in our service region the opportunity to purchase a new or rehabbed home. Jon, Gina, Kristie, Gary (land) Dave, Gary, Kristie, Mike Stearney, Gary(construction)**
- 3. Outreach: By expanding our current outreach capacity, we will reach throughout our whole service area, and ensure we have a pipeline of applicants in the communities in which we are building and support them better as**

homeowners. People in our service area will understand and support our mission through volunteering. **Wendy, Chris (PR/Marketing), Clark, Melissa, Tabitha (family selection/family support)**

4. **Volunteers:** To develop a volunteer program that can be used as a model for other nonprofits in the area. **Jessie, Kristie**
5. **Funding:** We re always funding to support operations and construction. Goal to continue to grow and plan for a backup when in a downturned market. **Kristie, Jim, Kailey, Gary, all**
6. **ReStore:** Operate an unsubsidized profitable, sustainable ReStore operation such that it helps support the other parts of the SCVH4H operation. **Barb, Kristie, Jim**

### **Strategic Planning Goal 1: The Board of Directors**

**To establish a board that is highly functional and fully engaged. efficient, mission-focused group of leaders who support staff and connect the organization with resources and future direction.**

#### **Objectives:**

1. Develop a board recruitment and succession plan
  - a. Create a Board Affairs Committee
  - b. Operational annually from September to January
  - c. Collect, review and recommend improvements to existing documents and procedures, including board job description
  - d. Responsible for maintaining a board matrix showing current terms and end dates, skills and demographics
  - e. Create process for identifying, inviting and interviewing potential candidates from within and outside of affiliate structure
2. Develop an annual onboarding and mentor process for new board members
  - a. Onboarding session held each January prior to dissolution of nominations task force for the season
  - b. Mentors chosen for each new board member for minimum of six months
3. Board Training and board inter-engagement
  - a. Research and recommend local and virtual ongoing board/leadership training opportunities (ongoing)
  - b. Board members attend Regional and National Habitat conferences
  - c. Annual board (and staff?) social event created



4. Measure how we are shifting further from reactive to proactive
  - a. Meeting evaluation forms developed and collected after every meeting
  - b. Board assessment done at least semi-annually

**Responsibility:** Board of Directors, Board Affairs Committee, and Executive Director (limited role) **Jim, Joel, Kristie**

### **Timelines:**

1. Nominations Task force active annually, starting in Fall 2023
2. Onboarding and mentoring protocol in place by January 2024
3. Annual Board social event held by December 2024
4. Board meeting assessment developed and in use by June 2023
5. Board assessment scheduled for 2024 and 2026

### **Strategic Planning Goal 2: Building and Land**

**Over the course of the next three years, SCVHFH will provide 8 families in our service region the opportunity to purchase a new or rehab home. *\*Establish target median home price communities for future work to enable affordable housing and 2<sup>nd</sup> mortgage targets***

### **Objectives:**

1. Look for land in small communities/refer to HFHI policy that allows for up to 80% median income qualifications in high priced median income communities
2. Acquire 5 lots for new builds and to build lot inventory
  - a. Acquire land and/or rehab/foreclosure properties that are geographically representative of our service region
  - b. Establish an outreach network of developers, realtors, lenders, and city officials to help SCVH4H acquire land and properties
  - c. Apply/re-apply for grants that support property acquisition
3. Eight families in homes by 2025
  - a. Plan and schedule 4 rehabs/ 6 new builds, adjust as needed
  - b. Establish a calendar to keep SCVH4H actively building in the service area for 10 months a year in 2023/24
  - c. Expand to 12 months a year by 2025

4. Three Aging in Place projects by 2025
  - a. Market through active community outreach
5. Assure that the family selection process can support these goal
  - a. Build Capacity if necessary
6. Develop a staffing plan to accomplish the building goal
  - a. Hire new staff before increase in production levels occurs
7. Consider model shift to focus on recycle/repair for 1-2 years as we build further funding

**Responsibilities:** Construction Supervisor and Assistant, Executive Director, Construction, site selection, family selection, marketing committees **Jon, Gina, Kristie, Gary (land) Dave, Gary, Kristie, Mike Stearney, Gary (construction)**

**Timeline:**

Lot acquisition 1 year ahead of build schedule  
Staffing assessment/budget by end of 2023  
Other dates noted in tactics

**Strategic Planning Goal 3: Outreach: Communities and Families**

**By expanding our current outreach capacity, we will reach throughout our whole service area, and ensure we have a pipeline of applicants in the communities in which we are building and support them better as homeowners. People in our service area will understand and support our mission through volunteering.**

**Objectives:**

1. Grow marketing/communications, family selection and family support committee
  - a. Ensure each committee has a dedicated chairperson
  - b. Help recruit new people by asking for only a one year commitment

- c. All board members serve on one committee
- d. Bulletin boards, handouts in restore and on site for joining committees and helping in other ways to get more people on public relations
- e. Check with current pool of volunteers and see who wants to take on more
- 2. Family selection
  - a. Family selection committee develops list of where to advertise and post for applicants
  - b. Improve how we manage process
  - c. High priority to get new members
- 3. Family Support
  - a. Provide more support to homeowner families
  - b. Assess and improve education required before and after purchasing a home from Habitat
  - c. Look at checklist – expand into guide documents, handbook, list of resources –
  - d. Include Info on the models and specs of everything in the house (HVAC, etc)
  - e. Start a surveys to follow up after they are in home
  - f. Homeowners become advocates to help us with outreach
- 4. “Friendraiser” Events
  - a. Find new people and let them know they don’t have to have money, can contribute time,
  - b. Increase community education and awareness of program in general
  - c. Assess the resources we currently have so we can find new avenues and places to educate within 12 months
  - d. Get out into community to meet people
  - e. Start with quarterly events in 2023, increase to an event every month by 2025

**Responsibilities:** Staff, Family Section, Family Support, and Marketing/communication committee,  
ED Wendy, Chris (PR/Marketing), Clark, Melissa, Tabitha (family selection/family support)

**Timeline:**

Committee recruitment push: 2023

Family Support and Selection improvements: 2024

Friendraiser events start by June 2023, and grow from there

## **Strategic Planning Goal 4: Volunteers**

**To develop a volunteer program that can be used as a model for other nonprofits in the area.**

### **Objectives:**

1. Increase current volunteer participation on weekly, monthly, yearly basis
  - a. Develop the committee capacity
    - i. Find a representative in each town we serve
    - ii. Recruit people who shop at ReStore
    - iii. Volunteer committee to do outreach to other groups
    - iv. Reach out to more businesses & groups
    - v. Market ways to volunteer besides building, but don't neglect need for more construction volunteers
    - vi. Increase buy-in and belief in what we're doing
    - vii. Reach volunteers unfamiliar with HFH and get them to volunteer with us
  - b. Market on reasons for being involved
    - i. Giving back
    - ii. Fun to bring friends and groups
    - iii. Educational – teach new skills and learn about your community
    - iv. Altruism – have family picture on site
2. Current volunteers to spread their positive experience to their peer groups and invite them to help
  - a. Invite groups of friends, or a friend
  - b. Hand out cards, physical posters or takeaway cards that volunteers can give to friends
  - c. Tagging of volunteers/board – spotlight on facebook and social media
  - d. Encourage people to add they are habitat volunteers to their email signatures
3. New ideas for volunteer utilization
  - a. Recurring volunteer event/tasks for singles
  - b. Non-building Volunteer days
  - c. Volunteers doing data entry, etc
4. Building with corporate groups



- a. Determine number of volunteer hours amount needed per build
- b. Establish calendar schedule for build as early as possible
- c. Ask companies and organizations well ahead of time to bring a group of employees or members
- d. Identify major employers that offer donations to nonprofits if employees volunteer

**Responsibilities:** Volunteer Committee, Construction staff, Marketing/communication committee,  
ED **Jessie, Kristie**

**Timeline:**Marketing/Outreach committee push: 2023  
Recruitment (ongoing)  
Expand volunteer opportunities (2024)  
Corporate group recruitment tied to build schedule (2025)

### **Strategic Planning Goal 5: Funding**

**We re always funding to support operations and construction. Goal to continue to grow and plan for a backup when in a downturned market.**

#### **Objectives:**

1. Fundraising audit/assessment
  - a. Determine what tactics have been most successful
  - b. Determine best opportunities to diversify and increase funding
  - c. Grant research for new foundations to approach
2. Continue current events
  - a. Increase sponsorship
  - b. Analyze ROI for each event
  - c. Strategically add or end events
3. Donors
  - a. Potential to upgrade selected existing donors

- b. New residents
  - c. New businesses,
  - d. Revisit past corporate sponsors
  - e. Planned Giving program
  - f. Solicit for donor advised funds
  - g. Board members contributions and connections
- 4. Increase ReStore gross and net pass-through
    - a. Set annual quarterly revenue targets
    - b. Create accountable expectations for staff to meet goals
  - 5. Establish a “Plan B” for a shifting economy

**Responsibilities:** Fundraising Committee, ED, fundraising consultant. *Kristie, Jim, Kailey, Gary, all*

**Timeline:** Analysis/assessment 2023  
Events (ongoing)  
Donors (ongoing)  
“Plan B” established by 2024

### **Strategic Planning Goal 6: ReStore**

**Operate an unsubsidized profitable, sustainable ReStore operation such that it helps support the other parts of the SCVH4H operation.**

#### **Objectives:**

- 1. Develop a ReStore business plan
  - a. Establish task force research and write business plan
  - b. Identify key success factors of a successful Restore. (size, location, etc.).
  - c. Research or visit other ReStores





- d. Determine critical square foot to sales ratio by product to identify optimal size, and use current building more effectively
  - e. Provide information and report to the Board to inform a decision
  - f. Discuss how much risk is the organization willing to take to position the ReStore to be profitable?
2. Operations
- a. Implement/replicate appropriate ideas from research of other stores
  - b. Increase retail and storage space.
  - c. Increase staffing levels.
  - d. More hours of operation
  - e. Move the store to a high traffic location.

**Responsibilities:** ReStore director, ED, Board of Directors **Barb, Jim, Kristie**

**Timeline:**

Business plan complete: June 2024  
Plan implementation: 2025

**Outcomes and Closing:**

The Board and staff have devoted a tremendous amount of time and energy towards the creation of this strategic plan; with a broad internal survey, stakeholder interviews of community partners, a retreat, and multiple task force Zoom meetings.

They have written a thoughtful creative vision of their aspirations for the future of St. Croix Valley Habitat for Humanity; thought deeply about who they are, what they represent to the community, and how they will continue to grow and serve more people. The articulation of the goals and objectives in this document reflect their best ideas and thinking of what they will each contribute to achieve the outcomes desired for the future of SCVHFH.

***So Adopted and Approved by St. Croix Valley Habitat for Humanity Board of Directors on 3/20/2023***



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