

# HABITAT FOR HUMANITY OF GOLDSBORO-WAYNE STRATEGIC PLAN





**Our Vision:** A community and a world in which everyone has a decent place to live.

**Our Mission:** Seeking to put God's love into action, **Habitat for Humanity of Goldsboro-Wayne** brings people together to build homes, communities and hope through affordable housing.



People.



Homes.



Communities.



Hope.

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#### HABITAT FOR HUMANITY'S APPROACH:

No matter who we are or where we come from, **we all deserve** to have a decent life.

**We deserve** to feel strength and stability day after day.

**We deserve** to be self-reliant and to know we have the power to take care of ourselves and build our own futures.

At **Habitat for Humanity**, this is what unites us.

**Through shelter, we empower.** Our shared vision is a world where everyone has a decent place to live.

Because you, me, we – we're all humans.

**And every single one of us deserves the opportunity for a better future.**

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# Bringing it Home.

Our belief and our approach mirrors that of Habitat for Humanity International and every affiliate in the United States. The idea that everybody deserves a decent place to live and the opportunity for a better future is not a pie-in-the-sky dream. It is a reality we are working toward right here in Wayne County.

That's why we are striving to be strategic in this new plan – to work toward not only increasing the number of new homes we build, but also increasing our number of owner-occupied repair projects and even exploring renovation opportunities. Our goal is to serve as many families as possible in Wayne County while staying true to our mission and belief that what Habitat offers is not a hand out, but a hand up, offered in partnership with our families.

That's also why this new plan outlines the importance of community partners. We believe

that helping a family solve its affordable housing challenge is the only way to truly create a strong and stable foundation from which other challenges can be addressed. But we know that addressing those other challenges takes a community effort.

This plan features four components and each is vital to the other. Without one, our effort may stand, but it will not be strong.

And so we are focusing on People, Homes, Communities and Hope.

We need to engage with people in order to build homes and communities. We need to build homes and communities in order to create hope. And we need to

create hope in order to motivate people to make a difference.

We believe this plan will give Habitat Goldsboro-Wayne a new starting point to lead the charge in one day making sure everybody has a decent place to live and the opportunity for a better future. We hope you will join us.



# Impact of Homeownership



“Stable, affordable housing frees up resources for health care, food and more; as well as reduces stress and related adverse health outcomes.”

– National Housing Conference

“The house we were in didn’t feel like a home. This will be our home.”

– Azlan Alriyashi  
Homeowner

“We grew up in places where we had to keep moving around. We don’t want our girls to have to live like that, moving from place to place. We want to give them what we couldn’t have growing up. If we have our own place, it’s going to be really good for them.”

– Aldy Nsika, Homeowner in progress

“I had never owned a home in my life and when I came to Habitat it has been one of the greatest, biggest moments of my life.”

– Darryl Atkins, Homeowner in progress

“This was for the kids. We wanted something better for them.”

– Eddie Sandoval  
Homeowner

“Affordable housing may reduce frequency of disruptive moves and foster educational success.”

– National Housing Conference

More than 50% of renters spent more than 30% of their income on rent (2011-2016)

– US Census Bureau  
American Community Survey

“Well-constructed and maintained housing can reduce health issues related to poor-quality housing.”

– National Housing Conference

Two bedroom rental housing at fair market value is \$746, meaning the wage necessary to afford that is \$14.35 – nearly double the minimum wage of \$7.25. That means a person would have to work 79 hours a week to afford

– National Low Income Housing Coalition, Out of Reach 2016

“I’m looking for stability – a place the kids can call home and not just say, ‘We stay here.’”

– ToWanda Hagans  
Homeowner

“One thing I love about Habitat is that we all come together and we build homes from the ground up.”

– Darryl Atkins  
Homeowner



# KEY Metrics by end of FY2023



**PEOPLE** – Increase recurring donors by 1000% and recurring monthly/weekly volunteers by 100%



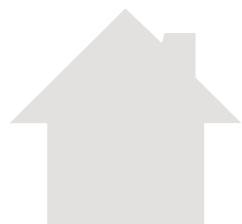
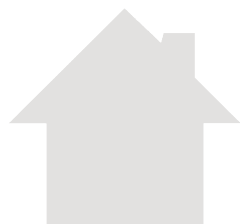
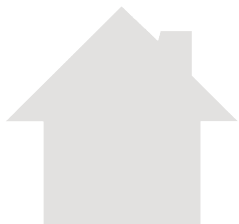
**HOMES** – Increase families served per year by 275%



**COMMUNITY** – Become a Neighborhood Revitalization Affiliate and go on two Global Village trips



**HOPE** – Become a community leader in advocating for affordable housing and poverty solutions



# KEY Milestones

**FY2019** Help host first affordable housing/poverty summit

**FY2020** First Global Village Trip

**FY2020** Serve 15 families annually

**FY2021** Increase recurring donors 500%

**FY2021** Increase regular volunteers 50%

**FY2021** Move into new ReStore location

**FY2022** Celebrate 20 years

**FY2022** Become Neighborhood Revitalization affiliate

**FY2022** Second Global Village Trip

**FY2022** Serve 200th family

**FY2023** Complete 100th new home

**FY2023** Blitz Build

**FY2023** Serve 20+ families annually





WE ALL DESERVE TO HAVE A DECENT LIFE.  
WE DESERVE TO FEEL STRENGTH AND STABILITY DAY AFTER DAY.



## PEOPLE: Optimize community engagement



STRATEGIC OBJECTIVE	APPROACH	METRICS OF SUCCESSES/TARGETS FY22-23
<b>Expand pool of volunteers</b>	<ul style="list-style-type: none"><li>• Better coordination w/ more volunteers from SJAFB MIB Club</li><li>• Engage more retirees in volunteering – construction and ReStore</li><li>• Design opportunities to identify and engage skilled volunteers</li><li>• Increase faith partnerships</li><li>• Creation of campus chapters</li><li>• Presence at events where volunteers and interested parties are</li></ul>	<ul style="list-style-type: none"><li>• Increase total annual unique volunteers by 75%</li></ul>
<b>Expand pool of donors/givers</b>	<ul style="list-style-type: none"><li>• Create &amp; market recurring donor club</li><li>• Presence at events where donors and interested parties are</li><li>• Increase civic partnerships</li><li>• Increase faith partnerships</li><li>• Increase business partnerships</li><li>• Develop signature event</li></ul>	<ul style="list-style-type: none"><li>• Increase total annual unique donors/givers by 100%</li><li>• Increase recurring donors by 1,000%</li></ul>
<b>Enhance experience of donors and volunteers</b>	<ul style="list-style-type: none"><li>• Continuously evaluate job site &amp; ReStore experience</li><li>• Engage homeowners proactively w/ donors/volunteers</li><li>• Improve engagement through year</li><li>• Invest in Global Village trips</li><li>• Improve website experience</li><li>• Improve CRM</li></ul>	<ul style="list-style-type: none"><li>• Increase annual repeat volunteers by 100% (those coming 10+ hrs/yr)</li><li>• Increase repeat weekly/monthly volunteers by 100%</li><li>• Sponsor two Global Village trips</li><li>• Donor and volunteer survey results</li><li>• New and modern website</li><li>• New CRM for donors/volunteers</li></ul>



# HOMES: Expand ability to serve more families



STRATEGIC OBJECTIVE	APPROACH	METRICS OF SUCCESSES/TARGETS FY22-23
<b>Serve more families</b>	<ul style="list-style-type: none"><li>• New construction</li><li>• Brush with Kindness</li><li>• Remodel/recycle home</li><li>• Tithe</li></ul>	<ul style="list-style-type: none"><li>• 20+ families per year – includes new construction, repair projects, recycled homes and tithe</li><li>• Match tithe donations 1 family per each local new construction</li></ul>
<b>Increase ReStore Profit</b>	<ul style="list-style-type: none"><li>• Increase business/corporate donations</li><li>• Purchase items for re-sale</li><li>• Increase individual donations</li><li>• Better engage all donors</li><li>• Better marketing ReStore inventory</li><li>• Market ReStore as DIY destination</li><li>• New ReStore location</li></ul>	<ul style="list-style-type: none"><li>• Increase total revenue by 50%</li><li>• Purchased items sold at least 75% profit</li><li>• Increase business donors by 100%</li><li>• Increase individual donors by 50%</li><li>• Increase repeat individual donors by 50%</li></ul>
<b>Create/maintain land bank</b>	<ul style="list-style-type: none"><li>• Pursue land donations and purchases, looking for cluster opportunities</li><li>• Develop large subdivision for community (mixed-income)</li></ul>	<ul style="list-style-type: none"><li>• Consistent inventory of land to support at least the next (1) year's construction</li></ul>
<b>Increase donor/funder donations</b>	<ul style="list-style-type: none"><li>• See "People"</li><li>• Create/focus on new giving opportunities such as planned giving, major gifts &amp; vehicle donation</li><li>• Create new fundraising campaigns/events/builds</li><li>• New foundation/grant sources</li></ul>	<ul style="list-style-type: none"><li>• Increase donations/fundraiser/event revenue by 150%</li><li>• Increase foundation/grant revenue by 100%</li></ul>
<b>Identify new revenue source</b>	<ul style="list-style-type: none"><li>• New loan funds or endowment or leveraged mortgages</li><li>• Other</li></ul>	<ul style="list-style-type: none"><li>• Funding to fill gap for construction and organizational needs</li><li>• Work with Habitat NC &amp; NC Housing Finance Agency</li></ul>





# COMMUNITY: Empower families for a thriving community



STRATEGIC OBJECTIVE	APPROACH	METRICS OF SUCCESSES/TARGETS FY22-23
<b>Enhance &amp; increase resources available to homeowners &amp; neighborhoods</b>	<ul style="list-style-type: none"><li>• Sign up to be an Neighborhood Revitalization affiliate</li><li>• Work with City and other partners to identify blocks and neighborhoods for redevelopment</li><li>• Offer community training for homeowners such as Voice of Women</li></ul>	<ul style="list-style-type: none"><li>• Begin Neighborhood Revitalization in first neighborhood</li></ul>
<b>Enhance homeowners' abilities to care for homes and be successful</b>	<ul style="list-style-type: none"><li>• Create a practical learning lab for hands-on practice for homeowners</li><li>• Open to community learning lab to community</li><li>• Increase personal follow-ups to current financial literacy classes</li></ul>	<ul style="list-style-type: none"><li>• Better understanding of homeownership</li><li>• Attendance by homeowners at workshops</li><li>• Attendance at workshops from other first-time homebuyers in community</li><li>• Preparedness survey of homeowners after closing/first-year compared to when come into program</li></ul>
<b>Demonstrate leadership &amp; care for global housing needs</b>	<ul style="list-style-type: none"><li>• Draw closer to 10% of revenue going to tithe</li><li>• Encourage Global Village trip participation</li></ul>	<ul style="list-style-type: none"><li>• Double number of families served through tithe</li><li>• Two Global Village trips</li></ul>



# HOPE: Advocate for affordable housing's role in a just society



STRATEGIC OBJECTIVE	APPROACH	METRICS OF SUCCESSES/TARGETS FY22-23
<b>Build awareness within community of issues of poverty and affordable housing</b>	<ul style="list-style-type: none"><li>• Participate in and play leading role on task force addressing issues of poverty</li><li>• Play leading role in forming strategic relationships with other similar minded nonprofits &amp; highlighting important role in community</li><li>• Play lead role in hosting annual summit on state of affordable housing and other poverty related issues</li></ul>	<ul style="list-style-type: none"><li>• Increase in coverage of poverty and affordable housing issues in local media</li><li>• Increase perception of Habitat Goldsboro-Wayne as a leading expert in affordable housing and homeownership</li><li>• Increase community understanding that affordable housing is not “the projects”</li><li>• Inclusion of Habitat Goldsboro-Wayne as a top-of-mind agency when other poverty initiatives are introduced</li></ul>
<b>Create action on affordable housing issues</b>	<ul style="list-style-type: none"><li>• Use social media and website not just for fundraising, but to highlight issues locally, statewide and nationally affecting affordable housing</li><li>• Invite key constituencies to take action or a stand when appropriate through public forums, letter writing campaigns, etc.</li></ul>	<ul style="list-style-type: none"><li>• Increase rate of response by constituents to “calls to action”</li></ul>

WE DESERVE TO BE SELF-RELIANT AND TO KNOW WE HAVE THE POWER TO TAKE CARE OF OURSELVES.





Seeking to put God's love into action,  
**HABITAT FOR HUMANITY**  
brings people together to build homes,  
communities and hope.



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