



HFHGW Strategic Plan FY25-27

Mission Revision

HFHGW shares God's love by working with our neighbors to build homes, communities and hope through affordable homeownership.

Adopted Vision

A community and a world in which everyone has a decent place to live.

Adopted HFHI Principles

The framework for what we do, shaping our mission in the community.

- Demonstrate love of Jesus
- Focus on shelter
- Advocate for affordable housing
- Promote dignity and hope
- Support transformational and sustainable community development

Organizational Core Values

- **FAITH & LOVE:** We demonstrate our faith in God by sharing His love with our partner families, our supporters, our board and our staff through our actions.

We demonstrate our faith and put our love into action by working joyfully and with a sense of compassion, understanding and inclusivity for our families and our supporters, trusting God to guide our right decisions and actions.

- **EMPOWERMENT:** We provide our families with the tools necessary to be successful homeowners and build successful futures, and our supporters with opportunities to take a more active role in their communities.

We do this through a respectful and comprehensive approach to homeowner preparedness and education, and by seeking to open doors that allow our supporters to use their skills and resources to serve others.

- **COMMUNITY:** We believe in a broad definition of community that includes the physical places in which we build homes, the families we help to build hope, and the neighbors who join us to build a more equitable and just society.

We are committed to building this community by engaging with our families and collaborating with our supporters as we build homes, hope and better futures.

- **SUSTAINABILITY:** Just as we are committed to ensuring that our families are equipped for success and stability in their homes, we are committed to ensuring that we have a long and stable future serving our community.

We demonstrate this commitment to sustainability by educating and giving our families the tools they need to build better futures, and by being good stewards of the resources and gifts entrusted to use by our donors, volunteers and other community partners.

- **INTEGRITY:** We are committed to acting with the highest standards of ethics, excellence and professionalism in our internal and external operations.

We demonstrate this by our honesty with our applicants and families, our transparency with our supporters, our commitment to high-quality work, and our respect for all of those who engage with our mission.

Goals, Strategies, and Tactics

Goal 1: Move McNair Heights Development from Concept to Demonstration*

Strategy 1. Begin building the initial slate of 31 homes (where infrastructure is already in place).

Tactics

- a. Complete 3 homes in FY25.
- b. Incorporate neighborhood HOA.
- c. Grow qualified applicant base.
- d. Complete 7 homes in FY26.
- e. Complete 8 homes in FY27.
- f. Research and implement off-site construction methods.
- g. Sell off 5 lots by FY27.

Strategy 2. Complete design and planning for all future phases of McNair Heights development.

Tactics

- a. Establish a McNair Heights Advisory Committee (comprised of neighborhood members, community leaders, initial homeowners, board members, etc.)
- b. Determine community needs for inclusion in final design.
- c. Determine zoning needs and requirements.
- d. Engage other potential development partners (e.g., for additional housing and construction of community center).

Strategy 3. Identify and secure funding for needed infrastructure and future home builds.

Tactics

- a. Conduct feasibility study for large-scale capital campaign.
- b. Execute campaign to secure needed funding.
- c. Coordinate advocacy efforts for additional government funding at federal, state, and local levels.
- d. Secure more large-scale grants (e.g., Federal Home Loan Banks, Golden LEAF, etc.).
- e. Sell additional lots and property in the planned development to generate additional revenue.

Objective/Outcome: HFHW will begin developing the foundation for a thriving and sustainable neighborhood with homeowners equipped for success, while supported by strong community input and buy in.

Metrics: Number of homes built, seven new commitments to neighborhood advisory committee, secure phase one infrastructure funding, establish HOA, finalize design of future

phases, plan for and launch capital campaign, achieve necessary number of qualified applicants to fill homes.

Accountability: Executive Director, Marketing, Fundraising, Construction Team, Homeowner Services, Community Engagement.

**Goal is dependent upon HFHGW securing necessary HUD funding for additional infrastructure.*

Goal 2: Ground and Promote Expansion into Lenoir County

Strategy 1. Build 1-2 homes in Lenoir County each year of the three-year strategic plan (3-6 total).

Tactics

- a. Identify and purchase/obtain properties.
- b. Identify and prepare future homeowners.
- c. Identify and develop donors to support county home builds.
- d. Identify and recruit local volunteers to assist in construction.

Strategy 2. Repair 2-4 homes in Lenoir County each year of three-year strategic plan (6-12 total).

Tactics

- a. Identify qualifying homeowners in need of repairs.
- b. Identify funding to support repairs/renovations.

Strategy 3. Continue promotion and expansion of the affiliate into the county.

Tactics

- a. Determine new affiliate name by end of FY25.
- b. Plan to implement and promote name change by 1st Quarter FY26.
- c. Promotion of and education about programmatic offerings in Lenoir County.
- d. Plan and implement Lenoir County-specific marketing campaigns.

Strategy 4. Continue targeted outreach to local community partners and leaders.

Tactics

- a. Continued recruitment and development of Lenoir County board/advisory committee members.
- b. Hold community events and information sessions for local community leaders.
- c. Continue outreach to faith communities and faith-based groups.
- d. Continue outreach and education with local elected and municipal leaders.
- e. Continue outreach to local businesses & industries.
- f. Identify and develop relationships with Lenoir County donors.

Objective/Outcome: HFHGW will build homes and sustainable relationships with public and community leaders to establish a solid foundation for future success and sustainability in Lenoir County. The organization will continue to educate and empower residents to become homeowners by increasing the number of qualified applicants and the number of informed and satisfied clients. HFHGW will lead the way in making the issues of affordable homeownership a top priority in the community.

Metrics: Number of engagements with local faith communities, with local businesses, elected and municipal officials, community partners, civic groups, educational institutions; number of home builds, repairs, qualified applicants, new and returning volunteers, new and returning donors. Engagement and interaction on social media with the public and in direct relationships with new corporate partners in the community. Amount of ReStore donors and customers from Lenoir County.

Accountability: Organizational (both staff and board).

Goal 3: Grow Visibility of and Increase Unrestricted Net Revenue from ReStore

Strategy 1. Research and determine viability of future ReStore location and operations.

Tactics

- a. Continue to engage with local realtors to seek out affordable and available commercial properties in Wayne County.
- b. Reengage with HFHI for market study to determine broader location search.
- c. Conduct feasibility study to determine financial capacity for relocation using existing HFHI worksheets and tools as compared to remaining and renovated or liquidation of current space.
- d. Determine appropriate length time for new property search before pivoting to renovations or liquidation of current space.
- e. Prepare and market existing current ReStore space for liquidation.*

Strategy 2. Improve ReStore customer and donor experience.

Tactics

- a. Improve store greetings for customers and welcome for donors.
- b. Simplify and clarify the donation process.
- c. Maintain and grow ReStore volunteer base.
- d. Survey donors for feedback on donation experience and process.
- e. Training for staff and key volunteers on customer interaction and engagement.

Strategy 3. Maximize ReStore customer traffic and community outreach.

Tactics

- a. Grow and expand social media presence and engagement (i.e., Facebook and Instagram).
- b. Develop and deploy new tailored marketing strategy for ReStore.

Strategy 4. Increase ReStore donor interactions and develop new donor relationships

Tactics

- a. Expand outreach to local businesses and corporate partners.
- b. Educate community to clarify relationship between ReStore revenue and programmatic offerings.
- c. Grow and expand social medial presence and engagement (i.e. Facebook and Instagram)
- d. Develop and deploy new tailored marketing strategy for ReStore

Objective/Outcome: HFHGW will increase ReStore net revenue and donations.

Metrics: Increase in overall revenue, increase overall net profit, increase donations (including increase in quality and usability of items donated), decrease in number of landfill trips and amount of waste fees, completion of donor survey, increase social media engagement, determination of new ReStore location/feasibility,

Accountability: ReStore Staff, ED, Marketing, Community Outreach, Volunteer Coordinator.

**Applicable only if a new commercial property is identified and purchased within the window of the three-year strategic plan or if Board determines current property should be liquidated.*

Goal 4: Educate Community on Work and Purpose of HFHGW

Strategy 1. Educate community and stakeholders through issue advocacy.

Tactics

- a. Increase engagement opportunities with local, state, and federal leaders and elected officials.
- b. Increase engagement opportunities with community partners, faith communities and civic organizations.
- c. Open learning labs to the public for small fee/donation.

Strategy 2. Promote board of directors to public as community leaders and ambassadors.

Tactics

- a. Promote on HFHGW website, social media and newsletter.
- b. Equip and train board members to be community ambassadors.
- c. Deploy board members as organizational representatives at community events.

Strategy 3. Develop and implement a new organizational strategic marketing plan.

Tactics

- a. Deploy new HFHI marketing materials.
- b. Start market research to identify and begin outreach to new and additional demographics and audiences.

Strategy 4. Increase outreach and education to potential homeowners in the community.

Tactics

- a. Offer new financial education opportunities for promotion with established community partners.
- b. Educate participants in learning labs to identify potential future homeowners.
- c. Expand translated materials and outreach to non-English speaking communities.
- d. Provide homeownership information and opportunities through employers and community partners (e.g., faith communities, housing authority, etc.)

Strategy 5. Increase outreach and education to recruit new volunteers and improve overall volunteer retention and satisfaction.

Tactics

- a. Increase outreach to the military community/partners and faith community/partners.
- b. Improve marketing and messaging on the need for volunteers.
- c. Increase outreach to African-American churches, sororities and fraternities.
- d. Improve the diversity of the HFHGW volunteer base by gender, race, ethnicity and geography.
- e. Solicit feedback on areas for improvement in the volunteer experience.
- f. Improve stewardship of individual volunteers and volunteer groups.
- g. Research and replicate other affiliate programs' efforts to recruit, develop and nurture a base of regular and recurring volunteers.

Objective/Outcome: HFHGW will lead the way in making the issues of affordable homeownership a top priority in the community. HFHGW will educate the community on the critical need for affordable homeownership across the two-county region, while raising its brand and name recognition and improving volunteer engagement, retention, and satisfaction.

Metrics: Increased volunteer retention, participation, and satisfaction, increase regular/recurring volunteers, increase qualified applicant pool, increased board engagement and participation, increased social media mentions, increased meetings with community and corporate partners, launch of new strategic marketing plan, increased meetings with elected and administrative leaders.

Accountability: Marketing and Community Outreach, Volunteer/Donor Coordinator, Construction and ReStore staff, Executive Director, Board.

Goal 5: Grow Donor Base while Improving Interaction with and Satisfaction of Current Donors

Strategy 1. Begin Board of Directors training on fundraising and donor development.

Tactics

- a. Implement fundraising and donor development training for new and current board members.
- b. Involve board members in donor recruitment and donor stewardship.
- c. Identify and share methods to assist in direct fundraising and in-direct donor development.

Strategy 2. Increase outreach to connect and nurture new Lenoir County donors/funders.

Tactics

- a. Engage Lenoir County Advisory Committee to identify potential donors for outreach and engagement by HFHGW leadership team.
- b. Continue outreach and engagement with local corporate partners, small-business owners, and community partners.

Strategy 3. Develop and deploy strategic campaign to fund McNair Heights development.

Tactics

- a. Conduct feasibility study for large-scale capital campaign.
- b. Execute campaign to secure needed funding.

Strategy 4. Plan touchpoints and check-ins with current donors to maintain and grow relationships and foster more active engagement.

Tactics

- a. Review current plans, programs and strategies for donor recruitment, engagement and stewardship.
- b. Increase personal check-ins with major donors by executive director and/or board members.
- c. Improve effectiveness and use of Salesforce customer relationship management software.

Strategy 5. Convert more volunteers into active donors

Tactics

- a. Research successful programs and efforts by partner affiliates to convert volunteers to donors.
- b. Develop effective messaging to transition more volunteers to active donors.
- c. Improve effectiveness and use of Salesforce customer relationship management software.

Objective/Outcome: HFHGW will grow its individual donor base, its faith-based partnerships and corporate partnerships to increase restricted and unrestricted revenue.

Metrics: Increased check-ins with established donors, increase in new donors overall, increase in donors based in Lenoir County, increase in the number of volunteers who make a

donation, secured funding for McNair Heights development, donor development training for staff and board, increased interaction of board with established and new donors, increased communication and interaction by the executive director with high-wealth donors, movement of all donors at any level to a higher level of stewardship, increase in planned giving options for long-term donors.

Accountability: Executive Director, Marketing, and Development, Donor/Volunteer Coordinator, Board.