creating community impact
strategic plan 2021-2024
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strategic plan 2021-2024

This plan is dedicated in gratitude to all the Habitat for Humanity Roaring Fork Valley volunteers who have generously given their time over the last 20 years to provide affordable housing for our communities.
Habitat for Humanity of the Roaring Fork Valley (Habitat RFV) has long been recognized as one of the most effective and respected non-profit organizations in our region. We have not only built dozens of affordable homes with working families from Aspen to Rifle, but also built one of the most successful Habitat ReStores in the country to support those efforts.

Most recently, the amazing Basalt Vista project stands as a shining example of Habitat RFV’s impact, not only as a builder, but also as a collaborator with other stakeholders in the community, both public and private, and as a developer to get the job done. This project has elevated Habitat into a leadership position as a potential development partner for affordable housing projects with other communities throughout the region.

We are now developing more sophisticated systems and organizational structures to effectively deal with these opportunities. Our growth requires a clear vision and a thoughtful strategic plan in order to maintain the integrity and success of our efforts over the long-term. This strategic plan articulates a clear mission statement, shared values and pillars of focus to guide the efforts of the Habitat RFV team for years to come.

Habitat RFV also believes it is important for our partners, stakeholders and supporters to have access to this strategic plan, which provides not only transparency but also accountability to our collective efforts.

I want to commend all our Habitat RFV staff and board for their efforts in creating this template for our shared future.

Habitat for Humanity of the Roaring Fork Valley (Habitat RFV) has twenty years of growth and success to celebrate. Now is the time to start planning for the next twenty years through this thoughtful, collaborative strategic plan. There are so many individuals, families and organizations we need to recognize for the decades of contribution and accomplishment that have preceded us. As we stand on their shoulders, we will lead the way forward with this strategic plan.

Our strategic plan is a road map for the future, and most importantly, it will be a living document which will align our everyday work and decision making with clearly defined values, goals and objectives. Just as our past is the product of so many that have previously come together to fulfill our mission, going forward we can only succeed with the support of our entire team and the community working in unison within the framework of this strategic plan.

This plan has been developed through a collaborative process between the staff, leadership, administration and the Board, starting with an all-staff retreat to launch organizational team building. Each step of the process has had input and consensus from all levels of our organization on the important fundamentals of our values, vision, mission and strategic pillars. This level of engagement and ownership in our mission is what differentiates us and will be the foundation to our future success.

It is an honor to serve Habitat RFV and our entire community in this important work of building and advocating for the cause of affordable housing.

Thank you for this opportunity to be of service!

I’m so blessed to work with such a great group of people. We all strive to better ourselves and each other. Of course we all respect and feel fulfilled that we are contributing to our community, building homes, and striving for positive growth. HEIDI HENNESY, ReStore Team Member
Executive Summary

Our vision, mission & values

Vision
Habitat for Humanity of the Roaring Fork Valley will contribute to, and play a relevant role in, creating sustainable communities where all families and individuals can thrive through the empowerment of an affordable and stable place to call home.

Mission
Grounded in strong community relationships, Habitat RFV advocates for affordable housing—and reuse of locally donated items at our ReStore—to generate revenue that enables the development of affordable ownership housing for families and individuals from Parachute to Aspen.

Building HOMES. Building HOPE. Building COMMUNITY.

Executive Summary

Our strategic pillars

Values-driven organizational culture
Pursue the mission of Habitat for Humanity with a strong, principled, equitable organizational culture, empowered leadership, and operate with a clear set of shared values.

Financial stability
Pursue long term financial stability and economic resilience through careful budgeting, planning, and managing with defined objectives and consistent financial reporting.

Sustainable, cost-efficient homes
Establish processes and criteria by which to evaluate projects that balance speed of construction, quality, price, energy efficiency, volunteer and homeowner engagement and local job generation with community housing needs.

Optimized restore operations & revenue
Optimize ReStore net revenue and future growth through data informed decision making, logistical and cost efficiencies, improved processes, flawless in-store and online shopping experiences, and relevant channel marketing.

Supportive homeowner services
Support, serve, and maintain relationships with all Habitat homeowners through the home buying process, homeowner education and sweat equity contributions with strong homeowner services including homeowner associations.

Strong community & donor relationships
Continue to maintain Habitat RFV as a well respected nonprofit in our communities in order to maximize community engagement, strengthen and diversify our board of directors, and increase financial support through fundraising.
COMMUNITY CONTEXT

the affordable housing crisis

NEED FOR WORKFORCE HOUSING
The cost of owning a home in our state is high—66% higher than the national average—and the long term lack of access to affordable housing has only been exacerbated by the COVID-19 pandemic. The people most impacted by this affordable housing crisis are our workforce: the teachers, administrators, hospitality workers, and small business owners who fuel our way of life. These are the people who drive our economic growth and most shape our children.

IMPACT OF INCOME INEQUALITY
With extremes of income and standards of living, the populations of the rural communities between Aspen and Parachute differ widely in their composition. The City of Rifle has a four person household median income of $77,500 while the equivalent family in Aspen has a $126,781 median income. Hispanic and Latino families comprise nearly one-third of Garfield County’s population, with many working in low-paying service jobs. In Carbondale Middle School over 52.9% of students are Hispanic, and 39.1% percent are eligible for free or reduced-price lunches. In contrast, just 3.4% of Aspen Middle School students are eligible.

A GROWING CRISIS
The current affordable housing crisis is set to continue into the future. The 2019 Greater Roaring Fork Housing study states the region’s population will grow by about 25,000 in the next ten years and a third of this growth is expected to occur in the 65+ population. This growth in population translates to a shortfall of 5,700 units for people making below 100% of area median income (AMI) by 2027. The population of people 55+ is growing in the region and is expected to reach 23,300 by 2023. Housing prices statewide have increased 36.5% in the last 12 months and the recent spike has especially limited the stock of affordable housing available to working families and older adults.

RISING PRICES AND TIGHT INVENTORY
According to Glenwood Springs Association of Realtors data, our region has a consistently strong market with robust absorption rates for single- and multi-family homes. But in 2021, the year-to-date median sales price for single family housing in Garfield County has gone up 28.6% compared to 2019 (Land Title Guarantee Company Garfield County Market Analysis). Combine the steeply rising house prices with the tight inventory of affordable homes and our work becomes more important than ever.

COMMUNITY CONTEXT

our service area

We serve a three-county area—Garfield, Pitkin, and the southwest corner of Eagle County—with a population of over 80,000 residents.

With breathtaking mountain views, boundless outdoor recreation options, and a blossoming arts community, the river valleys spanning from Aspen to Parachute are a unique and wonderful place to call home. It also has a long history of economic prosperity. From mining and ranching, and now recreation and tourism, our valley has always been known as a place where families could make an honest living.

But in recent years, the cost of living in the area has increased dramatically without equal growth in wages, which has had dire consequences for many of the people we know as our friends and neighbors. Although wages in the valley measure up to those in other areas of Colorado and the country at large, the cost of housing (to either rent or own) is far higher in our valley and among the highest in the United States.

25,000
Projected population growth in our service area over the next 10 years.

5,700
Shortfall of homes for people making below 100% of area median income (AMI) by 2027.

28.6%
Year-to-date increase in sale price for single family home in Garfield County.
Since 1999, we have built 60 homes in Basalt, Carbondale, Emma, Glenwood Springs, Rifle, and Silt, providing safe, affordable housing for local workforce families.

Economic stability results in fewer costly dislocations and disruptions to education, work, and family life.

Home-related expenditures as well as disposable income can go back into economy in support of local businesses and institutions.

Reduced environmental risks in the home, improved social connections, and more funds for healthy eating options, lead to improved health and lower healthcare costs.

Better educational outcomes for children can improve economic output and increase entrepreneurship in the local economy.

Affordable homeownership creates a multiplier effect.

Habitat for Humanity of the Roaring Fork Valley was founded in 1999 when a group of concerned residents set out to form a Habitat affiliate with a mission to build homes in partnership with local families in need of affordable ownership housing. The new organization served the Roaring Fork and Colorado River valleys—from Aspen to Glenwood Springs to Parachute. Originally, we built one home at a time on donated land and were completely volunteer operated. In 2004, we started hiring staff to provide structure and help us achieve our mission. While we started slowly, building one home every two years, in 2015 we began to quicken our pace of construction and built four homes. In 2021, we will complete nine homes.

Through the years, we have actively advocated for affordable, energy efficient housing at the local and state levels. In June of this year, Governor Polis and Representatives McCluskie and Roberts chose Basalt Vista to the Dept. of Local Affairs Innovative Affordable Housing Strategies into law, providing $48 million for the building of affordable housing.

Altogether, we have built 60 Habitat homes so far in Basalt, Carbondale, Emma, Glenwood Springs, Rifle, and Silt. For each of our 22 years, we have worked closely with our Habitat families through every step of the homeownership process and have provided safe, affordable housing to over 200 adults and children.

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>1999</td>
<td>Habitat for Humanity of the Roaring Fork Valley formed</td>
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<tr>
<td>2015</td>
<td>Quicken our pace of construction and build four homes.</td>
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<tr>
<td>2016</td>
<td>Break ground on our 40,500 square foot ReStore—a key economic driver for our homebuilding efforts.</td>
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<tr>
<td>2017</td>
<td>Break ground on 27-home affordable housing community, Basalt Vista.</td>
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<tr>
<td>2021-22</td>
<td>Complete Basalt Vista and break ground on our 18-home community in Rifle, Wapiti Commons.</td>
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<tr>
<td>2022-24</td>
<td>Complete Wapiti Commons and look for new development opportunities.</td>
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I value that Habitat takes a different approach to development. Habitat roots the community and helps people who work in the community to stay.

RYAN MAHONEY, Town Manager, Town of Basalt
Our ReStore has grown to the second largest in the state of Colorado, with over 42 million pounds of home goods repurposed since 2006.

From humble origins in a 2,000 square foot rented storage unit to our 40,500 square foot owned building completed in 2017, our ReStore has been serving our community since 2006.

Today, over 72,000 customers a year shop for donated furniture, building materials, appliances, and other household items for a fraction of the cost of purchasing new. We also stock new merchandise such as “scratch & dent” appliances, mattresses and other building supplies, making our ReStore a convenient one-stop-shop for home improvement needs.

**OUR RESTORE BUILDS HOMES**
Revenue from our ReStore directly supports our mission by covering all of our affiliate’s overhead and administrative costs, thereby allowing all monetary donations and grant funding to go directly towards building affordable homes.

**SERVING THE NEEDS OF OUR VALLEY**
Contributing to the vitality of our communities, the ReStore serves families throughout our broad geographic area in multiple ways.

In addition to providing access to affordable home furnishings and appliances and hard-to-find building materials for repair or renovation, our ReStore also helps people who want to donate their home goods and receive both a tax benefit and the satisfaction of keeping usable goods out of landfills.

Our ReStore is the only facility in the 90-mile stretch from Aspen to Parachute that accepts used building materials and large quantities of appliances and used furniture. Our four trucks provide free pick-ups of donations throughout the area and also travel as far as Paonia, Grand Junction, and Denver for deliveries.

Our ReStore has long been the economic engine of our affiliate and 2020 only confirmed this fact. Within a week of having to close due to Covid restrictions, our team hit reset on WBFH (What’s Best for Habitat) and not only got busy figuring out how to reopen safely, but also finding ways take our shopping experience to the next level. We also accelerated the building of our Virtual ReStore, with our first order on August 19, 2020.

We are happy to report that we are on track for first year online sales of $240,000—an incredible feat given our local population of just 80,000. And in 2021, we launched our Builders Club. With an ongoing monthly donation, members get early access to sales and other exclusive benefits.

“We’ve got this!”
In our effort to address the affordable housing crisis for older adults and workforce families, we are building a new community in Rifle that will include 18 sustainable and affordable homes for purchase.

The 2019 Greater Roaring Fork Housing study states the region will grow by about 25,000 in the next ten years and a third of this growth is expected to occur in the 65+ population. This growth in population translates to a shortfall of 5,700 units for people making below 100% of area median income by 2027. In addition, Habitat RFV has identified a gap in the market for for-sale ADA accessible units.

AFFORDABLE & SUSTAINABLE
We are designing eight single-level condos to be attractive to Rifle older adults and people with disabilities and 10 three-story townhomes to appeal to Rifle working families. Our goal is to make the homes affordable to families earning approximately 80% of the Area Median Income (AMI), while also keeping utility bills low by maximizing energy efficiency and striving to reach yearly net-zero energy use.

ADDRESSES A LOCAL HOUSING NEED
Wapiti Commons is located in South Rifle. The ADA units are intended for active seniors, allowing them to downsize while preserving an equity interest in their home. The townhomes are for smaller families and young professionals looking for a homeownership opportunity.

OUR COMMITMENT
- Develop a thriving residential community for the local Rifle workforce
- Minimize infrastructure costs through efficient site planning
- Choose energy systems to achieve net-zero energy efficiency
- Design for accessibility, adaptability, and multigenerational families
- Affordable homeownership for Rifle older adults and working families

Affordable homes for older adults and local workforce families.

8 HOMES FOR OLDER ADULTS
- 2 bedrooms, 1 bath
- Quadplex with four 1-story units
- ADA accessible
- Single level with attached garage
- Unit Size: Approximately 1,000 SF

10 HOMES FOR WORKING FAMILIES
- 3 bedrooms, 2 baths
- Duplex townhome building arrangement
- Three levels with attached garage
- Unit Size: Approximately 1,600 SF
our vision, mission & values

Building HOMES. Building HOPE. Building COMMUNITY.

OUR VISION
Habitat for Humanity of the Roaring Fork Valley will contribute to, and play a relevant role in, creating sustainable communities where all families and individuals can thrive through the empowerment of an affordable and stable place to call home.

OUR MISSION
Grounded in strong community relationships, Habitat RFV advocates for affordable housing—and reuse of locally donated items at our ReStore—to generate revenue that enables the development of affordable ownership housing for families and individuals from Parachute to Aspen.

OUR VALUES
We believe clearly defined, shared values are at the center of an effective, happy, and thriving organization. By ‘walking the talk’ and practicing these values day-to-day, we will be more successful in achieving our mission, signal to ourselves and others what we believe is important, create a productive workplace, and positively impact our partners and our community.

trust
Trust is the firm belief in the reliability, truth and ability of ourselves and our co-workers.

teamwork
Teamwork is the act of individuals collaborating on tasks and activities that enable us to achieve our mission.

trust
Empowerment is ensuring every person has the tools and confidence they need to meet their full potential.

sustainability
Sustainability is the ability to support ourselves as a thriving nonprofit organization, the ability of our Habitat families to lead healthy and productive lives, and the ability to create sustainable communities without compromising the ability of future generations to meet their own needs.

mutual respect
Mutual Respect is when we all take time to acknowledge each other for who we are and what we bring to the organization.

collaboration
Through Collaboration and Partnerships, we will courageously address the affordable housing crisis in our communities.

We get to work at a place that gives hope, community, and laughter. We’re a big family with not just each other on our staff but our guests too. I love the relationships we build here.

Haley Troxel, ReStore Team Member
Our strategic pillars are the foundation on which we will build a strong organization and community. They reflect where we believe our strategic focus and priority as an organization needs to be over the next three years and provide a framework on which our board, staff and volunteers can build their day-to-day work.

**values-driven organizational culture**
Pursue the mission of Habitat for Humanity with a strong, principled, equitable organizational culture, empowered leadership, and operate with a clear set of shared values.

**financial stability**
Pursue long term financial stability and economic resilience through careful budgeting, planning, and managing with defined objectives and consistent financial reporting.

**optimized restore operations & revenue**
Optimize ReStore net revenue and future growth through data informed decision making, logistical and cost efficiencies, improved processes, flawless in-store and online shopping experiences, and relevant channel marketing.

**supportive homeowner services**
Support, serve, and maintain relationships with all Habitat homeowners through the home buying process, homeowner education and sweat equity contributions with strong homeowner services including homeowner associations.

**sustainable, cost-efficient homes**
Establish processes and criteria by which to evaluate projects that balance speed of construction, quality, price, energy efficiency, volunteer and homeowner engagement and local job generation with community housing needs.

**strong community & donor relationships**
Establish Habitat RFV as a well respected nonprofit in our communities in order to maximize community engagement, strengthen and diversify our board of directors, and increase financial support through fundraising.
Pursue the mission of Habitat for Humanity with a strong, principled, equitable organizational culture, empowered leadership, and operate with a clear set of shared values.

GOAL #1
Empower staff to develop leadership and achieve their full potential.

Objective 1
Leadership will consistently onboard new staff with appropriate resources and training.

Objective 2
Managers will hold regular staff checks-ins, clearly set expectations, and partner with staff to develop individual development plans.

Objective 3
Increase staff professional training, development, and mentorship opportunities.

GOAL #2
Empower the board of directors to take an active and substantial role in the governance and leadership of the organization.

Objective 1
Define organizational structure and resources that support board functions and the implementation of the Strategic Plan.

Objective 2
Strategic Plan adheres to bylaws, term limits and implement a board member recruitment strategy that will bring on new, active board members that reflect the diversity of the communities we serve.

Objective 3
Establish performance goals for President and Executive Director and a schedule for annual performance reviews.

GOAL #3
Build a culture of trust, transparency, and teamwork through communication, accountability, and supportive work environment.

Objective 1
The FAB leadership team will regularly update the HUB website and reduce barriers to access so that all staff will utilize it as the official internal communication tool.

Objective 2
Hold two events that integrate the Leadership, ReStore, and Jobsite teams to reinforce our unified mission, values and Strategic Plan objectives.

GOAL #4
Identify and celebrate the humanity of our work.

Objective 1
Build organizational capacity to identify an equity framework that supports diversity and provides a lens to planning, data gathering and advocacy work.

Objective 2
Develop and implement a process that establishes the seven organizational values as norms by incorporating them into staff management and performance reviews.

KEY METRICS
✔ Staff retention rate
✔ Staff satisfaction
✔ Level of board engagement
✔ # of accident-free days

In 2020, it became apparent that we needed to rebuild our team to address the disruptions we faced from the leadership transition and Covid shutdowns. This pillar commits Habitat RFV to a values-driven culture of trust, accountability and empowerment. It also provides a roadmap for future operations and clarifies the important role of the board. It is inspiring to be part of an organization that celebrates the Humanity of our work each day. I believe this is what sets Habitat RFV apart and engenders the support of the region we serve.

GAIL SCHWARTZ, President
Pursue long term financial stability and economic resilience for the organization through careful budgeting, planning, and managing with defined objectives and consistent financial reporting. Increase attention to legal processes, documentation, and procedures to protect against unwanted legal and financial liability.

The foundation of a sustainable organization is financial stability. In the same way we empower our partner families to work towards financial stability through the steps they take to purchase and own their home, we need to be good stewards with the resources we are entrusted with. This centers around making thoughtful, proactive, data-driven, and transparent financial decisions to maintain our current momentum and to strive for even more impact in the communities we serve.

KRISTEN WILMES, Executive Director
sustainable, cost efficient homes

GOAL #1
Identify the housing needs and demographics of the communities we serve to create the right product mix and prices.

Objective 1
Annually gather staff to update and analyze data on needs and demographics in the area from Parachute to Aspen, resulting in the ability to access timely and relevant data.

Objective 2
Establish and record the process for performing a market assessment that includes comparable units for sale, sales price scenarios for AMI affordability and market absorption rates.

GOAL #2
Identify a sustainable, cost effective, replicable, and sound construction methodology which aligns with the Habitat goals of volunteer and homeowner engagement, local job generation, managed construction cost, speed, energy efficiency and community housing needs.

Objective 1
The design team will collaborate to design appealing homes that are volunteer-friendly, as low cost as possible, energy efficient, incorporate the needs of homebuyers and use appropriate building methodology based upon cost and market demand, resulting in the creation of new homes that are affordable to the residents of the communities we serve.

GOAL #2 (CONT.)
Objective 2
Staff in partnership with an institution of Higher Education will evaluate and implement a case study project for the development process for Wapiti Commons.

Objective 3
Integrate CMC’s construction management program in Rifle into the Wapiti Commons community.

GOAL #3
Identify and acquire land for future affordable housing development

Objective 1
Implement the criteria for Habitat development evaluation and selection.

Objective 2
Explore partnerships with jurisdictions that have land available for housing development.

GOAL #4
Ensure the long-term affordability of our Habitat RFV housing stock.

Objective 1
Create and implement deed restrictions on new construction homes that reflect the Habitat RFV mission and protect housing affordability in perpetuity.

Objective 2
Partner with other organizations we have consensus with on the use of deed restrictions to share information, build the field and promote the use of deed restrictions.

KEY METRICS
- Cost of construction per SF
- Level of affordability achieved
- # of new homes built by type
- Energy efficiency of homes

Everything we do is in an effort to build affordable homes in our community. However, before any construction begins, it is crucial to identify the process by which to build a successful project. It all starts with the land and finding the right location to build. Then, understanding the housing needs of the area enables us to determine what to build. Finally, engaging with a design team that understands our mission helps us to achieve a successful development that supports our goals.

JAKE EZRATTY, Project Manager
Optimize ReStore net revenue and future growth through: data informed decision making, inventory management, e-commerce sales, leveraged purchased products, gifts in kind, logistical and cost efficiencies, improved processes, in-store experience, and marketing through trending media channels.

GOAL #1
Integrate and automate data informed decision making using all software tools available.

Objective 1
Evaluate and implement options for each application that will lead to improved data quality and efficiency.

Objective 2
Integrate data from the software tools into a management system and evaluate use of that system for one year.

GOAL #2
Increase ReStore expansion and growth to meet the needs of local communities and optimize revenue.

Objective 3
Explore warehouse storage options and implement a solution before the current warehouse lease ends in December 2022.

Objective 2 (CONT.)
Research and assess the viability of adding a shipping operation.

Objective 3
Research markets and partner with other ReStores to expand the online ReStore to existing and new markets, resulting in an overall increase in online sales of 10% each year through 2023.

Objective 4
Establish procedures for ReStore building maintenance.

Objective 5
Build a reserve fund to financially support needed maintenance and repairs.

GOAL #3
Preserve and maintain the Habitat ReStore by implementing the results of the Reserve Study.

Objective 1
Develop a plan for outreach and operations that includes key donation channels, promotes individual donations and leverages key contractors and real estate brokers.

Objective 2
Utilize logistics technology in order to increase the value of donations.

GOAL #4
Maximize procurement of donated items from all donation channels.

Objective 1
Evaluate revenue opportunities and create a plan that appropriately maximizes the volume of purchased product.

Objective 2
Establish the purchased product enterprise, resulting in the growth of purchased product.

GOAL #5
Maximize purchased product revenue opportunities through a purchased product enterprise.

Objective 1
Evaluate revenue opportunities and create a plan that appropriately maximizes the volume of purchased product.

Objective 2
Establish the purchased product enterprise, resulting in the growth of purchased product.

Our unique ReStore is the home of Habitat RFV, a source of economic consistency in our community and the face of our affiliate. We are very proud of our team and their ability to continually improve our operations, our logistics efficiencies and our new online store; each step taken has improved our position and purpose in the community. The future of this team’s impact is looking very promising to continue Building Homes, Hope and Community.

JEFF SIRBU, Director of Retail Operations
Support, serve, and maintain relationships with all Habitat homeowners through the home buying process and education as well as sweat equity contributions with strong homeowner services including homeowner associations.

**GOAL #1**
Connect homeowners to our organization and the Habitat culture.

**Objective 1**
Develop and implement communication tools such as a newsletter, email and social media to create a sense of community and engagement for both homeowners and partners.

**Objective 2**
Emphasize sweat equity contribution as a value for Habitat homeowners and improve oversight and commitment to the process.

**GOAL #2**
Establish an ongoing homeowner application program for new sales and resales.

**Objective 1**
Design and implement a homeowner application program for Wapiti Commons that will serve as a model for future new construction projects.

**Objective 2**
Establish an application process for resales resulting in the continued affordability of housing units.

**GOAL #3**
Ensure that homeowners are set up for success in their Habitat home.

**Objective 1**
Provide a required homebuyer education class and support for all homeowners emphasizing the unique aspects of owning a Habitat home.

**Objective 2**
Develop an implementation plan for mortgage origination with USDA and CHFA loans.

**Objective 3**
Assist individual families by identifying local resources as needed such as government programs and educational opportunities.

**GOAL #4**
Establish strong homeowner-led management of properties to maintain the quality of the community.

**Objective 1**
For each new development project, ensure a successful transition to homeowner management of the property by establishing a Homeowners Association (HOA), getting a property manager in place before the HOA is turned over to homeowners, complying with state statutes, and utilizing a reserve study.

**KEY METRICS**
- # of families retained
- Frequency of information sharing with homeowners
- HOA participation rate
- Gain in homeowner knowledge about homeownership
- Homeowner financial stability
- # of sweat equity hours completed

Homeowners are at the heart of Habitat’s mission and the services we provide are vitally important to building a strong partnership with the families we serve. Our goal is to enable Habitat homeowners to become successful—our support helps them gain the knowledge, ability, and self-confidence to achieve that goal. The firm foundation we provide every homeowner is essential to the well-being of their family and to the success of our Habitat affiliate.

CAROLYN MEADOWCROFT
Director of Homeowner Services & Community Outreach
STRATEGIC PILLARS & KEY METRICS

strong community & donor relationships

GOAL #1
Build community relationships to improve our fundraising potential by growing our presence through communications and external affairs.

Objective 1
Create a communication, external affairs, and fundraising plan that includes marketing and social media efforts, public events, and fundraising.

Objective 2
Improve our connections and relationships with different audiences by expanding our contact list of people engaged with our work.

Objective 3
Gather quantitative and qualitative data, such as stats on the needs for housing and homeowners stories, from internal and external sources to inform marketing and fundraising efforts.

GOAL #2
Become the leading authority and advocate for affordable housing in our communities.

Objective 1
Participate in and inform community conversations and policy decisions that affect housing in our communities.

Objective 2
Develop and distribute specific messages about the affordable housing crisis and needed solutions to increase public awareness of what it takes to ensure the long term viability of our communities.

GOAL #3
Build and implement a robust, efficient, and effective volunteer program.

Objective 1
Implement a systematic approach to volunteer recruitment and management that engages individuals, organizations, and businesses in our work at the ReStore, Basalt Vista and Wapiti Commons by marketing volunteer opportunities and utilizing Giveffect to define jobs, register volunteers, and track program details.

Objective 2
Each year of the plan, engage 10 organizations and businesses to schedule volunteer days.

GOAL #4
Maximize in-kind donations and contributions.

Objective 1
Through a targeted marketing strategy that includes donor recognition, increase the financial value of gift-in-kind donations and services.

Objective 2
Increase the financial value of pro-bono work and sponsorships.

GOAL #5
Identify and apply for funding partnerships and grants to support housing development, ReStore and general operations.

Objective 1
Design and implement a grant management system to track applications and reporting.

Objective 2
Identify and apply for relevant local, state, and national grant opportunities.

KEY METRICS

- # of social media followers
- # of volunteers
- # of returning volunteers
- # of donors
- # of retained donors
- # grant applications
- Inclusion of Habitat RFV in community initiatives

Continue to maintain Habitat RFV as a well respected non-profit in our communities in order to maximize community engagement, strengthen board of directors roles, expertise and diversify, and increase financial support through fundraising.

How we tell our story matters and is central to our cause and our success. While data clearly shows the pressing need for affordable housing, the story of a young family priced out of the market, struggling with a long commute to work, and unable to put roots in a community paints a much more real and compelling picture. Our stories create excitement that moves and motivates people to act: to become a board member, to become a business partner, to join us as a donor or a volunteer builder.

ALEX YAJKO, Major Gifts Officer
what’s next

Our strategic plan is intended to strengthen our resiliency as an organization and define a roadmap for the future. This plan also represents our commitment to investing in not only increasing the efficiency of our operations, but also in each person that makes up our organization, from our staff to volunteers.

The Habitat RFV Board, staff and volunteers at every level will have a role in implementing the strategies in the plan over the next three years. Each smile to a guest at the ReStore, each moment training a volunteer at our build site, each time we discuss our mission with members of our communities, and each homeowner we partner with takes us a step closer to meeting these goals and living by the values outlined in the plan.

We have identified some audacious goals for ourselves: we will take what we have learned at Basalt Vista to our new 18 unit net-zero Wapiti Commons development in South Rifle; we will grow our Restore operations through efficiency, warehouse optimization, and possible new locations; and we will continue and strengthen Habitat RFV’s leadership role in regional and state discussions to identify strategies and resources to address the affordable housing crisis. These long term objectives come together under the umbrella of our mission and vision to create a transformational impact by Building Hope, Building Homes and Building Community.
VOLUNTEER
HabitatRFV.org/Volunteer

LEARN MORE ABOUT OUR STRATEGIC PLAN
Gail Schwartz
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