

Hartford Habitat Strategic Planning

2018-2021
(3 Years)

Mergers Discussion

Ranked Strategic Questions

1. How do we balance our organizational strengths, funding shifts, volunteer needs to develop a plan for how we will focus and segment our housing products of new construction, rehabs, critical home repairs and ABWK with the desire to serve more families?
2. With a changing funding environment what are the right resources and revenue streams to develop and maintain and grow financial outlook?
3. How does Habitat Hartford continue to grow awareness, education and build community support for it's leading role in bringing housing stability and clarify Habitat's core model?
4. How do we balance our current program commitments, community needs and donor/ community expansion and develop a plan for how we build geographically in our county?
5. What are the benefits and drawbacks of continuing to move our work to align and partner with collaborative initiatives and neighborhood focus efforts?
6. How does the regional Habitat for Humanity shifts, potential mergers and collaborations affect Habitat Hartford's future?
7. How do we sustain, grow or expand our Restore model?

Opportunities and Challenges and Threats for Habitat Hartford

Staff	Board	Opportunities (External)
	1	Marketing our mission better.
2	3	Sea of housing stock that is sitting, as well as home owner occupied houses in need of repair.
1	2	The ability to develop new revenue streams
	4	Comprehensive, coordinated and systemic responses are emerging as a best practice for better neighborhood outcomes.
1	4	Individual giving is an untapped opportunity.
	4	Our state is focused on school excellence and housing stock availability.
2		Planned giving is an opportunity
2		Engage millennials and young professionals
		Challenges/Threats (External)
1	1	Federal and state funding is fading and is a large portion of our financial support.
2		Environmental and policy changes will force us to build new homes to higher standards and increase costs.
2	3	Changes to federal tax law around giving (individual and corporate)
3	2	Fiscal problems at the state level.
3		Lack of fundraising support by local, state and national gov't.

Move to the Future

What are our 3 year outcomes for...

- Families Served
- Revenue

Customer Outcome

Families Served

Need Analysis

Housing Program	Neighborhood Focus Neighborhood: Promise	Outside Hartford
New	Low	Med
Rehab	Very High	Very High
Critical Home Repair \$5000 and over	Very High	High
ABWK Under \$5000	Medium	Low

Trends that affect housing program

- Government funding for new construction is declining
- Every town has a “that house” that needs repairs and is a way to increase awareness and donors
- Collaborations and neighborhood revitalization efforts are a funding priority
- Funding for ABWK and Critical Home Repair is increasing for Aging in Place funders
- Rehabs cost typically less than new construction
- Funders want outcome impact data
- Critical home repair and ABWK can increase a diverse and different set of funding streams
- Corporations want to build where they are, which for us is in Hartford (approx 80% of corporate donors want to focus on Hartford, 20% outside)

	New Home Construction Total	Rehabs Total	Recycle (Cost of a Critical)	Total Families in New Homes	Critical Home Repairs	ABWK	Total Families Served with Housing	FFC	Total Families Served
By 2021	5	8	3	16	7	12	35	20	55
2018	10	3	3	16	0	10	26	14	40
2017	5	2	4	11	2	9	22	0	22
2016	11	0	3	14	1	0	15	0	15
2015	12	0	3	15	0	12	27	0	27

Housing Product Shifts

1. Shift from new construction to rehabs
2. Continue to expand and mature Critical Repair Program
3. Add Recycled homes as part of how we count and track homes
4. Expand slightly the Financial Freedom Center to keep pace with families needed and to create a pipeline of stronger families

Discussion

- Does this program mix align with the trends we have identified?
- What is positive about this program mix?
- What questions or concerns?

Next Steps

- Restore evaluation, program and organizational review(not a feasibility study)
- Two or more family construction methods (Karraine and Chris)