



Habitat
for Humanity[®]
Greater Los Angeles

Strategic Plan

2009 – 2014

Mission

Habitat for Humanity of Greater Los Angeles builds and renovates homes in partnership with God and people everywhere with a goal of eliminating substandard housing by making decent, affordable housing a matter of conscience and action in our communities.

Values

*Diversity
Efficiency
Faith-Based*

*Global Perspective
Innovation
Integrity*

*Leadership
Partnership
Sustainability*

Introduction

As a builder and advocate for hardworking, low-income partner homeowners, *Habitat for Humanity of Greater Los Angeles* (HFH GLA) has enjoyed enormous success and become an indispensable member of the Southern California community. Yet, HFH GLA must be ever vigilant, since the current economic landscape harbors serious and daunting challenges: a global financial crisis; ever-increasing construction costs; scarcity of land; and a new bias against low-income homeownership.

As our stakeholders have affirmed, in order to prevail in this high-cost, land scarce, urban market HFH GLA must:

- 1) Evaluate programs and priorities for return on investment
- 2) Develop and create partners and collaborative opportunities
- 3) Incorporate sustainability as an integral part of our mission.

With an entrepreneurial spirit, HFH GLA has used flexibility and innovation as a creative force in the development of our “rolling” 2009 - 2014 strategic plan. The process has resulted in a document derived from a thoughtful strategy and heightened awareness of the environmental indicators required for effective long-term planning. The plan strives to be inclusive of diversity, emphasize education, and increase public knowledge about affordable housing issues. The strategic goals found here are designed to meet the needs of the families we serve, while creating a sustainable future for the affiliate.

While the following implementation plans for each strategic goal reflect a five-year planning cycle, this plan is considered to be a “rolling plan”, in that it will be reviewed by a planning committee and the board of directors on an annual basis. As necessary or desirable changes become apparent, the plan will be updated to represent new realities and a revised five-year planning cycle will be established.

As committees and task forces are formed to implement each of the goals and objectives, they will determine more specific timelines for completion of each responsibility.

Goal #1

Increase House Production and Improve Building Methodologies

Due to downturn in the economy and a changing housing landscape in our local community, affordable housing organizations are scrambling to ease the burden. The current housing environment and the hardship suffered by the greater Los Angeles community demands that HFH GLA creatively diversify the traditional HFH building model while significantly reducing costs and improving the sustainability of our homes. HFH GLA plans on executing the following strategies to address these needs.

- ▶ Determine the best and most efficient ways to accomplish our mission (new, rehab, ABWK, lease to own, affordable rental, affordable senior housing, multi family, factory built, etc.), and develop the needed resources and structure to implement those models.
- ▶ Identify and prioritize a steady supply of projects.
- ▶ Examine and implement opportunities to purchase real estate at a lower price.
- ▶ Develop sound and timely statistical reporting on project costs to better inform decision making for future project balance.
- ▶ Partner with companies that share a Green Building philosophy to be able to execute sustainable building practices at low or no cost.



Goal #2

Mobilize new capital and develop strategies to support long-term sustainability

Given the current economic climate in California and the widespread financial loss throughout the greater Los Angeles area, HFH GLA seeks to greatly strengthen and diversify its revenue base through a variety of methods to achieve long-term viability.

- ▶ Identify and solicit all potential funding sources, including a signature annual fundraising event, special events and creative fundraising options through corporate, government, entertainment, faith and community partners.
- ▶ Cultivate a strong board of directors that embraces their role in securing funding for the organization.
- ▶ Create a measurable level of public awareness, driving the selection of HFH GLA as the nonprofit funding partner of choice.
- ▶ Acquire more material donations for the ReStores directly from vendors to provide greater inventory.



Goal #3

Build the leadership capabilities of the organization, its stakeholders and partners

At its very core, HFH GLA is about people and the human experience. We are genuinely committed to the recruitment, development and well-being of our HFH GLA family; it is through them that we may achieve our mission to make affordable housing a matter of conscience and action in our communities.

- ▶ Grow HFH GLA Board of Directors into a highly desired volunteer opportunity throughout greater Los Angeles.
- ▶ Define the roles and responsibilities of the Leadership Council and enhance their engagement in the organization.
- ▶ Recruit, develop and retain high performing and diverse staff to drive organization to the next level.
- ▶ Commit to providing volunteers a high quality experience with opportunities for increased responsibility and engagement.
- ▶ Create a seamless process to channel people into areas that best utilize their interests and skills and best meet our needs.
- ▶ Increase youth involvement through more campus chapters, a larger Youth United Steering committee and broader involvement from youth ages 5-25 years old.
- ▶ Ensure that the investment in each partner homeowner results in measurable, life-changing outcomes.



Goal #4

Lead the transformation of systems that impact affordable housing

At HFH GLA, mission success hinges upon its ability to galvanize the Los Angeles community. By educating current and potential partners, we can achieve action-oriented leadership and measurable results.

- ▶ Communicate the local and global perspective of our work.
- ▶ Develop a marketing and engagement strategy to engage and inspire individuals to actively advocate on behalf of HFH GLA.
- ▶ Leverage the Habitat for Humanity brand as a credible voice to raise public awareness of the need for affordable housing and issues that affect HFH families.
- ▶ Collaborate with Habitat for Humanity International to enhance national marketing efforts and leverage joint knowledge.
- ▶ Play a leadership role within the state, partner cities, HFH affiliates and other housing providers.



Goal #5

Build and enhance organizational infrastructure and capacity

HFH GLA strives to ensure a solid organizational infrastructure by promoting excellence and growth through education and collaboration.

- ▶ Implement a comprehensive technology plan that uses staff time efficiently and increases fundraising potential and volunteer support.
- ▶ Promote synergy and cooperation between Southern CA HFH affiliates.
- ▶ Develop a plan for enhancing the organization's infrastructure to promote growth.
- ▶ Provide appropriate education and training to enhance the effectiveness of staff and internal committees.

