



Habitat for Humanity of Greater Los Angeles

2009-2013 Strategic Plan Summary

The mission of Habitat for Humanity of Greater Los Angeles is to build and renovate 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.

As a builder and advocate for hardworking families, we have enjoyed enormous success and become an indispensable member of the California community. Yet, we 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 home ownership.

With an entrepreneurial spirit, HFH GLA has used flexibility and innovation as a creative force in the development of our rolling 2009-2013 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.

Following is a summary of key points from our Strategic Plan, in which we have outlined our organizational goals, strategies for achieving these goals, our capacity for achieving these goals and the ways in which we will measure our progress.

Goal 1: HFH GLA will Increase House Production and Improve Building Methodologies

- Diversify our building model in order to meet a broader range of housing needs among residents of Los Angeles County
 - After determining the best, most efficient ways to accomplish our mission, we will develop the resources and structures to implement those models.
 - Develop a land acquisition fund
- Implement practices and policies that will reduce costs and increase efficiency
 - Improve efficiencies with economies of scale
 - Examine and implement ways to purchase real estate at a lower price and acquire fee waivers from selected cities
- We will promote and practice building technologies that increase the sustainability and durability of our homes
 - Partner with companies that share Green Building philosophy
 - Utilize solar power / building with Green technologies

Goal 2: Mobilize New Capital and Develop Strategies to Support Long-Term Sustainability

- Strengthen and diversify our revenue base
 - Maximize available use of long and short term construction financing vehicles
 - Incorporate fee for service programs such as job skills training and homebuyer education
- Create and implement a new marketing and communications plan that will raise awareness of HFH GLA, strengthen its brand and position HFH GLA as a leader in affordable housing
 - Create a measurable level of public awareness of our work and its outcomes
 - Enhance the ways that HFH GLA promotes the benefits of volunteering on a construction site
- Increase the revenues generated by our ReStores
 - Expand existing retail space to accommodate more materials and open additional ReStores
 - Market the store to a broader customer base

Goal 3: Build the Leadership Capabilities of the Organization, its Stakeholders and Partners

- Grow the HFH GLA Board of Directors into a highly desired volunteer opportunity throughout Greater Los Angeles
 - Develop an ongoing and consistent board recruitment and development process
 - Establish a Junior/Associate board to create future strength for the organization
- Recruit, develop and retain high-performing, diverse staff to drive HFH GLA to the next level
 - Invest in staff development and growth and nurture the talent pool
 - Ensure staff is knowledgeable and well-trained in management and leadership practices
- Commit to providing volunteers with a high-quality experience, with opportunities for increase responsibility and engagement
 - Continue to develop the construction training program
 - Provide training and opportunities for volunteers to advocate for affordable housing
- Ensure that investment in each Partner Family results in measurable, life-changing outcomes
 - Expand education initiative to members of low-income communities about housing opportunities, available community resources, foreclosure prevention, and sound use of consumer credit
 - Assess the needs of family partners and provide needed resources through collaborations with other organizations

Goal 4: Lead the Transformation of Systems that Impact Affordable Housing

- Mobilize individuals and institutions to action
 - Develop a marketing and engagement strategy for legislative priorities and utilize technology to communication calls to action
 - Engage youth, the entertainment industry and faith groups as ambassadors who participate in and actively promote HFH GLA programs
- Leverage the Habitat for Humanity brand as a credible voice to raise public awareness of the need for affordable housing and issues that affect Partner Families
 - Define how we will “move the needle” on the need for affordable housing in Los Angeles
 - Influence public policy regarding affordable housing
- Play a leadership role in promoting investment in community stability
 - Advocate for measures that will reduce the cost and increase revenue streams to produce more affordable housing in Los Angeles County
 - Maintain a leadership role within Habitat for Humanity International to promote regional priorities at the federal level and to support global housing initiatives

Goal 5: Build and Enhance Organizational Infrastructure and Capacity

- Enhance the utilization of technology to increase our organization’s productivity and efficiency
 - Implement a comprehensive technology plan, which would include elements such as an evaluation and upgrade of infrastructure; the development of web-based volunteer registration; and an interactive website with calls to action and several opportunities to advocate and make financial contributions
- Promote synergy and cooperation among Habitat affiliates throughout Southern California
 - Develop collaborative approaches to increase efficiencies
 - Become a regional training center for other Habitat for Humanity affiliates
- Enhance our organizational infrastructure
 - Conduct partnership opportunity analysis comparing all phases of operation against organizations who could partner with HFH GLA to implement or streamline that phase
 - Develop a Community Housing Development Organization (CHDO) to enable more diversity in development