

Strategic Plan

Fiscal Year 2027-2031



Vision and Strategies

Richmond Habitat will lead the region in affordable homeownership through partnership, community, and action.

- **Strategy #1:** Build homes and revitalize neighborhoods
- **Strategy #2:** Transform systems and policies
- **Strategy #3:** Inspire action for affordable housing
- **Strategy #4:** Fund our mission
- **Strategy #5:** Advance organizational excellence and resilience



Setting Sights High



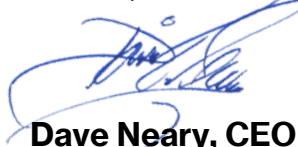
"Come, Let Us Go" – Isaiah 2:3

The housing crisis in our region isn't waiting... and neither are we. Richmond Metropolitan Habitat for Humanity is entering its boldest chapter yet. Over the next five years, we will build more homes, revitalize neighborhoods, and take on the systemic barriers that have kept too many families on the outside looking in.

This plan isn't just a roadmap, it's a commitment. A commitment to expand what's possible, to bring new voices and partners into this mission, and to build an organization strong enough to deliver on every promise we make. The work ahead demands more from all of us, and I believe we are ready.

One home changes a family. One neighborhood transforms a community. One generation of bold action can reshape this region. *That* is what we are building toward.

Are you ready to be part of it? The movement to end housing insecurity needs dreamers, doers, advocates, and believers. It needs *you*. Together, we won't just build homes, we'll build a region where everyone has a place to belong.



Dave Neary, CEO

Richmond Metropolitan Habitat for Humanity

Key Metrics

We will assign metrics to each goal, but below are a few of the key pieces we will accomplish by the end of this strategic plan.



By the end of Fiscal Year 2031, we will have...

- Increased our home building to complete 45 homes annually for Habitat homeowners.
- Expanded our home repairs to assist 100 clients annually.
- Finished one Neighborhood Revitalization project.
- Engaged 6,000+ volunteers through 10,000+ opportunities.
- Earned a spot on *The NonProfit Times'* Best Nonprofits To Work For list.
- Secured investments totalling more than \$70 million toward affordable housing.

Executive Summary

Strategy #1: Build homes and revitalize neighborhoods

Goal 1: Increase affordable home production

- Expand the number of affordable homes built annually.
- Partner with municipalities, developers, financial institutions, and community organizations to create and support increased home production.
- Develop and adopt new marketing techniques that attract new homeowners and strengthen organizational visibility within the community.

Goal 2: Expand home repair and preservation programs

- Increase the number of home repair and preservation projects completed annually through growth in programming.
- Develop new partnerships to fund and support home repair and preservation program initiatives for low-income homeowners.
- Develop new marketing campaigns that support the growth of home repair and preservation programs.

Goal 3: Revitalize neighborhoods

- Identify and focus on target neighborhood(s) for coordinated revitalization efforts.
- Collaborate with residents, local organizations, and municipalities.
- Develop community and volunteer projects based on neighborhood feedback.
- Celebrate stories of transformation to inspire continued community participation and program support.





Strategy #2: Transform systems and policies

Goal 1: Increase successful homeownership outcomes that strengthen housing stability

- Increase future homeowner preparedness.
- Improve home maintenance knowledge.
- Expand equitable access to post-purchase education.

Goal 2: Innovate in construction and design for affordability

- Pilot new building materials, green technologies, and modular designs.
- Adopting new tools and systems to streamline design and construction processes.
- Improve building practices to reduce construction costs and timelines.

Goal 3: Advance policy advocacy for systemic change and increased resources

- Engage with local, state, and federal policymakers to promote housing equity and affordability.
- Advocate for policies that remove barriers to affordable homeownership and neighborhood investment.
- Collaborate with coalitions and networks to strengthen collective advocacy efforts.
- Collaborate with partners (HFHI, affordable housing partners, other Habitat affiliates) to support advocacy efforts.

Strategy #3: Inspire action for affordable housing

Goal 1: Mobilize community engagement and volunteerism

- Grow and diversify volunteer participation across all Habitat programs.
- Create new ways for individuals, faith groups, and businesses to get involved in building, advocacy, and events.
- Strengthen partnerships that expand the reach and visibility of strategic initiatives.

Goal 2: Expand mission education and awareness efforts

- Develop and share educational resources that highlight the importance of affordable housing and Habitat's impact.
- Host community workshops, tours, and storytelling campaigns to deepen understanding and empathy.
- Equip homeowners, partners, and volunteers to become ambassadors/advocates for affordable housing.

Goal 3: Measure and communicate mission-driven impact

- Develop new metrics to track outcomes to assess reach and influence.
- Share success stories about policy wins to inspire continued action.
- Use data and storytelling to elevate Habitat's role as a trusted leader in housing solutions.





Strategy #4: Fund our mission

Goal 1: Diversify and grow revenue sources

- Expand fundraising streams to support strategic initiatives.
- Explore fee-for-service opportunities that align with our mission.
- Pilot new campaigns and fundraising models that reach untapped audiences.
- Leverage technology, social media, and digital platforms to expand donor engagement.
- Collaborate with partners (HFHI, affordable housing partners, municipalities, other Habitat affiliates) to financially support strategic initiatives.

Goal 2: Strengthen financial sustainability across the organization

- Develop multi-year financial plans to ensure predictable and stable funding for programs.
- Build reserves to support growth, innovation, and risk management.
- Optimize and monitor cost efficiency methods across programs and operations.
- Enhance transparency and accountability through the development and tracking of performance metrics for revenue streams and communicating that impact.

Goal 3: Strengthen our ReStores

- Increase revenue and profitability.
- Enhance operational efficiency.
- Elevate customer and donor experience.
- Strengthen staffing and volunteer engagement.
- Expand marketing and community visibility.

Strategy #5: Advance organizational excellence and resilience

Goal 1: Strengthen organizational capacity

- Develop competitive recruitment strategies to bring in skilled and mission-aligned staff.
- Advance diversity, equity, and inclusion across the organization.
- Develop metrics that support the growth needed to meet organizational strategies and goals.
- Create programs and benefits that support staff well-being, satisfaction, and retention.
- Cultivate a shared understanding of the organization's mission, vision, values, and strategic goals while strengthening participation in volunteer opportunities and community initiatives.
- Enhance board diversity and effectiveness.

Goal 2: Foster professional growth and development that promotes a positive and innovative workplace culture

- Provide ongoing training, mentorship, and career development opportunities.
- Equip staff with the skills, resources, technology, and tools required to maximize effectiveness and performance.
- Foster an environment that encourages creativity, problem-solving, and continuous improvement, empowering staff to contribute ideas and drive innovation.
- Create a performance evaluation system that supports staff development.
- Maintain open communication and transparency between leadership and staff.
- Recognize and reward staff achievements to motivate high performance.

Goal 3: Strengthen organizational effectiveness and resilience

- Identify and deploy technology that improves efficiency and supports organizational goals.
- Establish crisis management plans that ensure operational continuity
- Train staff, leadership, and volunteers on crisis management plans
- Develop collaborative partnerships and opportunities programs that strengthen our operations and enhance our disaster response capacity.



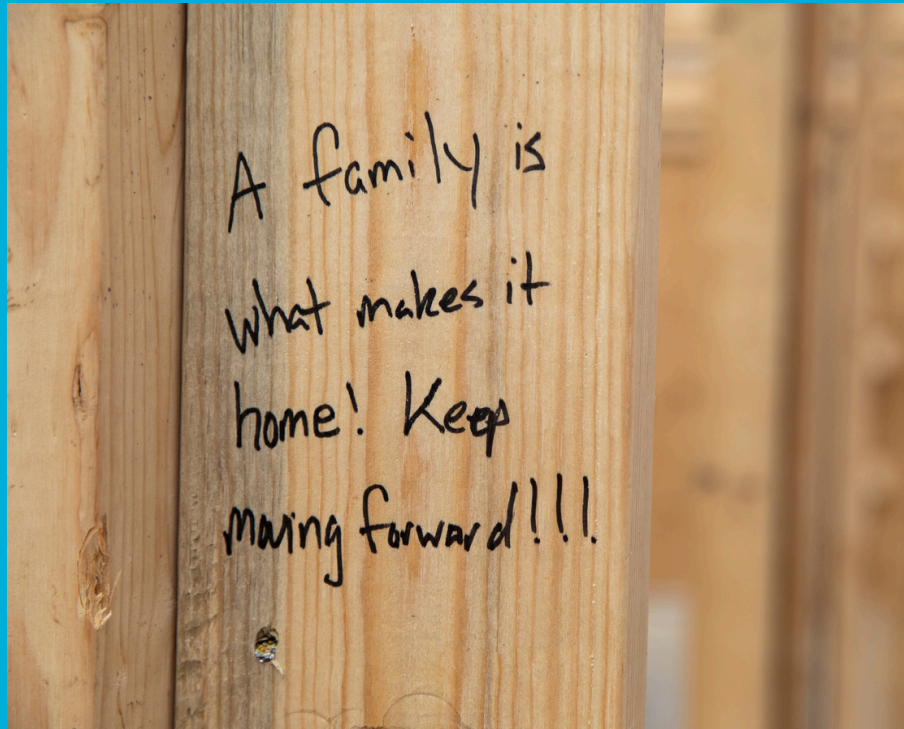



Thank You


With your help, we will lead the region in affordable homeownership.







 richmondhabitat.org

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