



FY 2024 – FY 2026

STRATEGIC PLAN

INTRODUCTION

The primary goals of the plan are to build relationships that will enable Loudoun Habitat for Humanity to scale the production of homes and, ultimately, increase attainable homeownership opportunities in the county. The strategic plan reflects these five goals and is accompanied by an appendix of specific strategies and their intended results.

The plan was researched and developed by a staff and board strategic planning and visioning team that met in August 2022 to identify and capture current and future environmental, program and operational opportunities and challenges; collect input from staff, management and board members; and shape the final plan. At a retreat in November 2022, final areas of focus were confirmed and expanded upon by the Board of Directors.

The organization used the services of The Spark Mill, a Richmond, VA Strategic Planning firm to facilitate the process. Consultants from The Spark Mill collected information from four areas as part of the information-gathering portion of the planning process.

- Feedback from Stakeholders
- Internal Review of Procedures and Data

BACKGROUND

It all starts with a home.

At Loudoun Habitat for Humanity, we do more than build houses. We partner with homebuyers, volunteers, donors, businesses and community organizations to transform lives and rebuild communities. Houses are sold at an affordable, no-profit rate to qualified home buyers who earn 30% to 60% of the area median income. They complete volunteer hours (sweat equity) and attend classes to learn the skills needed to successfully own and maintain a home for the rest of their lives. These individual homeowners become part of a larger group that works to bring change and new life to communities. Through community planning and neighborhood engagement, Loudoun Habitat encourages the growth of healthy communities throughout Loudoun County. The need for attainable homeownership and better communities is real and the impact of the Habitat model can be seen in neighborhoods throughout the United States. With the investment in their home, home buyers improve their financial standing and provide stability for their family. As a result, children perform better in school, families feel safer, and neighborhoods improve.

The affordable mortgage of a Habitat house means financial freedom and stability. The healthy environment of a safe and stable Habitat house is an environment where children can grow, study and play. And the community that connects to help more families build better futures is a strong alliance of mutual support.

Loudoun Habitat for Humanity welcomes volunteers and supporters from all backgrounds and serves people in need of decent housing regardless of race or religion. As a matter of policy, Habitat for Humanity International and its affiliated organizations do not proselytize. This means that Habitat will not offer assistance on the expressed or implied condition that people must either adhere to or convert to a particular faith, or listen and respond to messaging designed to induce conversion to a particular faith.

MISSION & VISION

Mission: Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope.

Our Vision: A world where everyone has a decent place to live.

GOALS, IMPACTS, AND STRATEGIES

1. Increase the availability of attaining homeownership in the county through partnerships

IMPACT: People living in Loudoun County have more options for attainable homeownership

- 1.1. Build partnerships with developers and builders to increase access to buildable lots and communities
- 1.2. Increase and enhance relationships with local corporations to support attainable homeownership activities
- 1.3. Maximize partnerships with financial institutions, businesses, and non-profits to reduce financial barriers to homeownership
- 1.4. Establish and nurture connections in the philanthropic and civic community

2. Embrace our role as an attainable homeownership expert in Loudoun County

IMPACT: Homeownership is more accessible in Loudoun County

- 2.1. Collect stories and data that communicate the multifaceted benefits of homeownership in the community
- 2.2. Deeply engage in housing policy conversations to promote diverse housing products
- 2.3. Enable volunteers and stakeholders to promote attainable homeownerships

3. Provide the right mix of housing activities to maintain attainable homeownership options

IMPACT: Loudoun County has diverse and healthy communities.

- 3.1. Increase the number of home repair projects to ensure and maintain safe and attainable homeownership
- 3.2. Explore neighborhood revitalization opportunities that preserve homeownership attainability at lower incomes
- 3.3. Acquire land and partnerships to produce diverse housing products
- 3.4. Utilize the VA community land trust and partnerships to produce multifamily housing

4. Enhance community support for attainable homeownership

IMPACT: The Loudoun County community supports the creation and maintenance of attainable homeownership

- 4.1. Maximize Loudoun Habitat for Humanity's brand to promote attainable homeownership in the community
- 4.2. Articulate the broader impact of attainable homeownership and how the community can help
- 4.3. Promote LHFH's work and impact in Loudoun County

5. Develop the infrastructure for Loudoun Habitat for Humanity to scale attainable homeownership activities in the county

IMPACT: Loudoun County has lasting affordable homeownership options

- 5.1. Structure staffing to facilitate and scale attainable homeownership activities
- 5.2. Scale major gifts to support strategic growth financially
- 5.3. Provide professional development opportunities that promote succession
- 5.4. Evaluate and diversify revenue streams, to include Raise the Roof Gala and ReStore

ACKNOWLEDGEMENTS

Strategic Planning Team

Therese Cashen, President/CEO
Jim Russell, Board Chair
Rich Ruckman Board Vice Chair
Amanda Baulig, Project Manager
Allison Metzger, Previous board member/chair

2022-2023 Loudoun Habitat Board of Directors

Jim Russell - Board Chair; Co-Founder at Rust Belt Analytica
Rich Ruckman - Board Vice-Chair; Project Executive at HITT Contracting, Inc.
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