



Habitat
for Humanity®
Orange County, NC

2023-2028 STRATEGIC PLAN

Habitat for Humanity's vision - a world where everyone has a decent place to live—demands bold action.

Since 1984, Habitat for Humanity of Orange County has built nearly 350* new homes and repaired nearly 250* existing homes. We celebrate the hundreds of local families already in improved housing because of Habitat. Still, there are thousands more right here in our community without adequate housing today. The need continues to climb in the current economic climate.

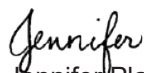
These are the realities behind the development of Habitat's new strategic plan. The pace of our past is far from sufficient to address our community's urgent housing problems. We must do more. We must do it faster. We must do it with more impact. To expand our reach, we also must work with our strategic partners and leverage our unique strengths. Our combined efforts must drive us closer to the day when everyone in Orange County has a decent place to live.

The Habitat model is tried and true - and yet it is not enough in the face of today's housing market. As this strategic plan lays out, over the next five years Habitat will make critical shifts in every aspect of our organization: new home construction, home repairs for low-income seniors, community engagement, advocacy, funding, and sustainability. **If we are serious about serving more people, we need to shift the paradigm.**

If we make these changes, we know that the phenomenal growth of our first four decades will continue into the future. More families will be able to build or improve a decent place to call home. Communities will be stronger and have an improved quality of life. Inequitable housing systems will be transformed. Funding opportunities will be leveraged to affect the housing deficit at scale. **Empowered by our past, we can do more. Inspired by our vision, we must do more.**

Without your support, our task would feel daunting. Together, anything is possible. Our resolute belief that housing is a gateway to life-changing possibilities grounds our mission and inspires us to reach further. Our work and our partnerships, with your help, open doors to new possibilities and realities. Thank you for being a part of this vibrant Habitat community.

With deep gratitude,



Jennifer Player
President & CEO

Habitat for Humanity of Orange County



Betsy Blackwell
Chair, Board of Directors

Habitat for Humanity of Orange County



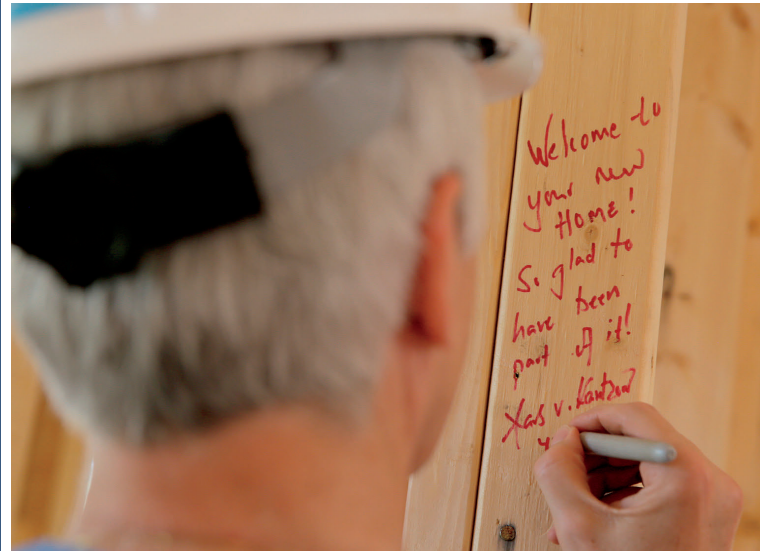
*as of 8.31.23

VISION

An Orange County where everyone has a decent place to live.

MISSION

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



THEME



Shifting the Paradigm to Serve More People



OBJECTIVE 1



Increase impact by
building more homes

GOAL 1

Build at least 140 new homes

GOAL 2

Complete 200 repairs for low-income homeowners in Orange County

GOAL 3

Provide timely construction support for all Habitat homebuyers and homeowners



OBJECTIVE 2



Deepen impact by
strengthening communities

GOAL 1

Close at least 140 loans and maintain lower than HUD's annual average delinquency rates

GOAL 2

Research and develop assessment(s) to monitor satisfaction within Habitat neighborhoods

GOAL 3

Measure key quality-of-life indicators and identify opportunities for improvement

GOAL 4

Increase the number of Foundational Black families approved for homeownership

OBJECTIVE 3



Maximize impact by promoting policies and systems that advance housing opportunity

GOAL 1

Increase government funding by 5% to secure at least \$3.9 million

GOAL 2

Influence public policy and regulations that impact housing access, affordability, and land use

GOAL 3

Expand advocacy engagement to educate and mobilize supporters



OBJECTIVE 4



Enable impact by funding the mission

GOAL 1

Grow annual fundraising revenue by 5% each year

GOAL 2

Complete successful \$7.5 million capital campaign for Weavers Grove and prepare for next campaign

GOAL 3

Maintain 20% new donor retention rate and 70% established donor retention rate

GOAL 4

Increase number of major donors (gifts of \$10,000 and up) to 5% of total annual fund donors

OBJECTIVE 5



Sustain impact through a healthy organization

GOAL 1

Increase employee satisfaction and engagement

GOAL 2

Maintain a cash balance of at least 3 months of operating expenses

GOAL 3

Optimize debt to finance short-term opportunities, maintaining liquidity ratios consistent with HFHI

GOAL 4

Increase Board of Directors' engagement and effectiveness

GOAL 5

Initiate at least 1 collaborative project with other Habitat affiliates each year





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@orangehabitat