



Habitat
for Humanity®
Metro Maryland



2024-2028 strategic plan



contents

Who We Are	4
Our History	5
Core Values	6
Initiative 1: Ensure Financial Sustainability of Affiliate	8
Initiative 2: Grow the Number of Projects Completed by Our Affiliate	10
Initiative 3: Strengthen Organizational Capacity and Culture	12
Initiative 4: Transform Systems to Prioritize Affordable Housing as Key Issue of Concern	14



who we are

Our Purpose

HFHMM is a nonprofit corporation that was formed under the laws of the State of Maryland on November 3, 1982, for the purpose of creating decent and affordable homeownership opportunities in Montgomery and Prince George's Counties, MD.

Our Mission

To build strength, stability and self-reliance through affordable housing.

Our Vision

A world where everyone has a decent place to live.



our history

1982 - 2023



1986

First home completed in Sandy Spring.



2003

First multi-family project completed in Forest Glen.



1982

Habitat Montgomery County is established.



1995

"House that Congress Built," the beginning of advocacy initiative.



2006

Gaithersburg ReStore opens.



2013

Expanded into Prince George's County. Affiliate name change to Habitat for Humanity Metro Maryland.



2016

Affiliate office moves to Silver Spring.



2008

24 townhomes are completed in Burtonsville.



2014

19 townhomes completed in Gaithersburg. Silver Spring ReStore opens.



2020

Started construction on 99th and 100th homes in Prince George's County.



2021

100th home completed in Prince George's County.



2022

HFHMM has its 40th Anniversary. First duplex project in Montgomery County.





2005

core values

core values

Justice

We are committed to the principles of equity, fairness, empowerment, and empathy within our organization and in the work we do in the community.

Meliora

Meliora is a Latin word that means "always better" or "pursuit for better things." It embodies the core values of continuous improvement, relentless pursuit of excellence, and a commitment to making a positive impact in the lives of others.

Integrity

We always do the right thing, even when the choice is difficult or the action unrecognized. We value and demonstrate honesty, trust and respect in our actions with our staff, the individuals and organizations we partner with, and the communities we serve.

strategic vision

Habitat Metro Maryland is a recognized leader in providing affordable homeownership solutions to build sustainable communities that empower families to thrive.

Strategic

We are proactive with a long-term frame of mind. We set priorities wisely and make decisions that may be unpopular in the short term but set us up to serve more families in the future.

Persistence

We are driven to serve our families not because it is easy but because it is hard. Amid difficulty and challenges, our passion for affordable housing compels us forward with grit and determination.



initiative 1

Ensure Financial Sustainability of Affiliate

Build cash reserves, increase operational efficiencies, pursue alternative financing opportunities for infrastructure and construction, generate an additional \$1,000,000 in annual unrestricted fundraising revenue, and grow ReStore profitability to \$1 Million net annually.

Ensure Financial Sustainability of Affiliate

Priority 1: Build cash reserves to maintain 6 months of operational expenses

Priority 2: Increase operational efficiencies to reduce costs and increase performance

- Goal 1: Utilize technology to annually increase administrative efficiencies
- Goal 2: Actively manage overhead increases to no more than 5% per year
- Goal 3: Initiate a project management tool to streamline project records and financials
- Goal 4: Reduce build schedule timeline to 6 from 9 months
- Goal 5: Conduct value engineering review of projects to achieve 10% cost reduction
- Goal 6: Average \$40K in donated product per house to reduce overall costs
- Goal 7: Evaluate bulk purchasing and storage of construction materials to reduce costs
- Goal 8: Identify and recruit 3 to 5 in-kind labor sources including trade schools

Priority 3: Pursue alternative financing opportunities for infrastructure and construction

- Goal 1: Grow an Acquisition and Pre-Development Fund (APDF) to \$5 Million
- Goal 2: Secure 1 additional 3rd party financing opportunities for mortgages
- Goal 3: Pursue 2 to 4 project financing funding sources including FHLB, NMTC, etc.
- Goal 4: Identify 3 minority and locally owned/operated banking and lending partners and/or mission driven institutions like CDFI's
- Goal 5: Aggressively grow government funding by 10% annually to meet home construction and preservation growth needs.

Priority 4: Generate an additional \$1,000,000 in annual unrestricted fundraising revenue

- Goal 1: Launch and secure 45 planned giving commitments by 45th Anniversary
- Goal 2: Achieve a 20% annual increase in major individual giving
- Goal 3: Identify and implement one new revenue source for unrestricted fundraising
- Goal 4: Increase donor retention (individuals and organizations) by 3% per year
- Goal 5: Expand faith organization donations by 10% annually
- Goal 6: Grow unrestricted foundation funding by 10% annually
- Goal 7: Increase recurring donors by 1000%
- Goal 8: Ensure 100% BoD giving annually to affiliate

Priority 5: Grow ReStore profitability to generate \$1 Million in net profit for affordable housing

- Goal 1: Increase current net income by 10% annually in existing stores
- Goal 2: Pursue two additional revenue streams such as E-Commerce
- Goal 3: Open third ReStore in Prince George's County by FY 25



initiative 2

Grow the Number of Projects Completed by Our Affiliate

Expand the Home Preservation Programs to complete 200 projects annually, maximize the number of homebuilding opportunities available, grow Habitat's brand in the community to better achieve our mission, build multiple strategic partnerships, ensure services are culturally competent, and provide marginalized populations access to Habitat's services.

Grow the Number of Projects Completed by Our Affiliate

Priority 1: Expand the Home Preservation Programs to complete 200 projects annually ensuring that each household is best served by programs

- Goal 1: Be the go-to leader for owner occupied preservation programs
- Goal 2: Expand number of households served by an average of 15% annually
- Goal 3: Launch a solar and climate resiliency program

Priority 2: Maximize the number of homebuilding opportunities available to affiliate

- Goal 1: Establish a methodology for project selection – a clear go/no-go criteria
- Goal 2: Develop 3 to 5 potential development partners that see HFHMM as go to partner
- Goal 3: Develop a multi-year pipeline of land and properties for future development
- Goal 4: Match capacity (staff, resources, etc.) to meet active and upcoming projects

Priority 3: Grow Habitat’s brand in the community to better achieve our mission

- Goal 1: Increase investment in marketing and communications by 3 to 5% annually
- Goal 2: Secure quarterly earned media coverage throughout our service area
- Goal 3: Grow the number of social media followers and hits on website
- Goal 4: Participate in 3 to 5 events to spread knowledge of HFHMM’s impact

Priority 4: Build multiple strategic partnerships to ensure clients have access to necessary additional resources outside scope of Habitat’s mission

Priority 5: Ensure services are culturally competent, clients served are representative of Habitat’s service area, and that the organization is focused on providing marginalized populations access to Habitat’s services

- Goal 1: Evaluate cultural competency frameworks and implement one that best serves clients
- Goal 2: When possible, provide translation services for future homebuyers
- Goal 3: Evaluate client materials and documents, ensuring they are inclusive and accessible and understandable for all clients
- Goal 4: Participate in HFHI’s Advancing Black Homeownership Initiative
- Goal 5: Ensure home purchase qualification criteria doesn’t adversely affect certain groups of applicants



initiative 3

Strengthen Organizational Capacity and Culture

Create a desirable workplace, grow and diversify the number of volunteers, grow and strengthen the Board of Directors, and develop a Diversity, Equity, and Inclusion strategy to be implemented throughout the organization.

Strengthen Organizational Capacity and Culture

Priority 1: Create a desirable workplace that retains and attracts great staff

- Goal 1: Expand staff capabilities through professional development and advancement
- Goal 2: Conduct staff compensation review and implement recommendations
- Goal 3: Implement an employee performance management system by end of FY '24
- Goal 4: Create and implement effective onboarding program to increase retention and performance throughout organization
- Goal 5: Identify 3 new recruitment strategies to increase diversity of applicant pool



Priority 2: Grow and diversify the number of volunteers while strengthening long term engagement

- Goal 1: Increase number of volunteers and hours completed by 10% per year to meet ReStore and Construction goals
- Goal 2: Ensure 100% of volunteers are trained in Habitat's mission and safety policies
- Goal 3: Incorporate DEI concepts into volunteer training
- Goal 4: Integrate volunteer/ donor systems and create tiered incentives by engagement level
- Goal 5: Engage 2-4 diverse pools of volunteer candidates by recruiting from all areas Habitat serves

Priority 3: Grow and strengthen the Board of Directors

- Goal 1: Implement a recruitment strategy to attract a diverse pool of candidates
- Goal 2: Implement a new BoD member orientation
- Goal 3: Create a succession plan/BoD needs matrix for the BoD that is reviewed annually

Priority 4: Create a Diversity, Equity, and Inclusion strategy to be implemented throughout the organization

- Goal 1: Create a diversity statement which will be displayed on website, literature, and job advertisements by the end of FY 24.
- Goal 2: Prioritize hiring minority and locally owned businesses for all vendors
- Goal 3: Create opportunities for staff input on DEI strategy and initiatives
- Goal 4: Provide ongoing DEI training and inclusion opportunities

initiative 4

Transform Systems to Prioritize Affordable Housing as Key Issue of Concern

Achieve \$75 Million in new affordable housing investment at the state and local levels, improve the housing situation for 50,000 Marylanders through legislative and policy changes, focus on advocacy efforts, participate in strategic partnerships which advance our mission, and explore re-establishing SSO in Maryland.

Transform Systems to Prioritize Affordable Housing as Key Issue of Concern

Priority 1: Achieve \$75 Million in new affordable housing investment at the state and local levels and improve the housing situation for 50,000 Marylanders through legislative and policy changes.

- Goal 1: In FY '24, attain \$15 Million in new affordable housing investment and help serve 10,000 Marylanders

Priority 2: Focus advocacy efforts on supply and preservation, access to credit, land use, and creating communities of opportunity

- Goal 1: Build an annual advocacy plan that promotes equitable land use, zoning, credit, lending, tax, appraisal, property assessment, housing and funding policies
- Goal 2: Ensure advocacy includes priorities that break down discriminatory housing systems that have led to significant racial and ethnic wealth and ownership gaps

Priority 3: Participate in strategic partnerships including MHA, PLCC, HAT, and CDN which advance our mission

Priority 4: Explore re-establishing SSO in Maryland



