



Greater Muncie, Indiana

**Habitat**  
for Humanity®

Muncie Habitat for Humanity

# 2019-2021 **STRATEGIC PLAN**

# Project Summary

The Board of Directors and Management of Muncie Habitat for Humanity have undertaken a period of review and planning with the goal of creating a strategic framework that will ensure the continued relevance and growth of the organization. The outcomes of this plan will guide the organization's activities and decision making as we seek to serve partner families, engage with strategic partners, communicate with key stakeholders and create maximum impact on our community by providing a decent place for every man, woman, and child to live. This is a multi-year plan designed to guide the organization through 2021.

Through this process, we have rigorously evaluated our services and the value we add to those we serve through internal discussion and research.

With enhanced clarity, the value of the organization can be more easily communicated resulting in greater understanding and support. This investment of time, resulted in an honest evaluation of our internal strengths and weaknesses as an organization, as well as the external opportunities and threats present in the market today. This balanced approach was invaluable in setting overriding strategic objectives that are both challenging, yet achievable.

## Planning Team

### Staff Involved

- Lindsey Arthur
- Jena Ashby
- Kelli Kern
- Kirk Miller
- Kyle Staton

### Board Involved

- Janie Allardt
- Tony Costello
- Will Isaacs
- Rick Kelly
- Anita Kishel
- Tracy Osborne

### Facilitator

- Kevin Hiebert



# Project Purpose

Muncie Habitat for Humanity has made it a point to continually evaluate their mission, vision and processes as proven in the previous strategic plans they have initiated. In an effort to build upon that tradition of self-examination, the Staff and Board of Directors devoted itself to a period of assessment in order to create the strategic framework that insures its continued relevancy and successful growth over the coming three years and beyond. The following narrative summarizes the framework developed through a rigorous process of evaluation, stakeholder input, market analysis and thoughtful input from staff members and board leadership. This strategic plan is built for the following purposes:

- **Development of a compelling and cohesive strategic direction for the organization**
- **Enhance the opportunities for communication with partners and the community we serve**
- **Establish the necessary executable goals that will lead to the realization of our vision**



# About Us

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**Greater Muncie Habitat for Humanity believes that every man, woman and child should have a decent, safe and affordable place to live.**

Habitat for Humanity builds and repairs houses using volunteer labor and donations. Our partner families purchase these houses through no-profit, no-interest mortgage loans or innovative financing methods.

Habitat for Humanity homes are built according to these guiding principles:

## **Simple.**

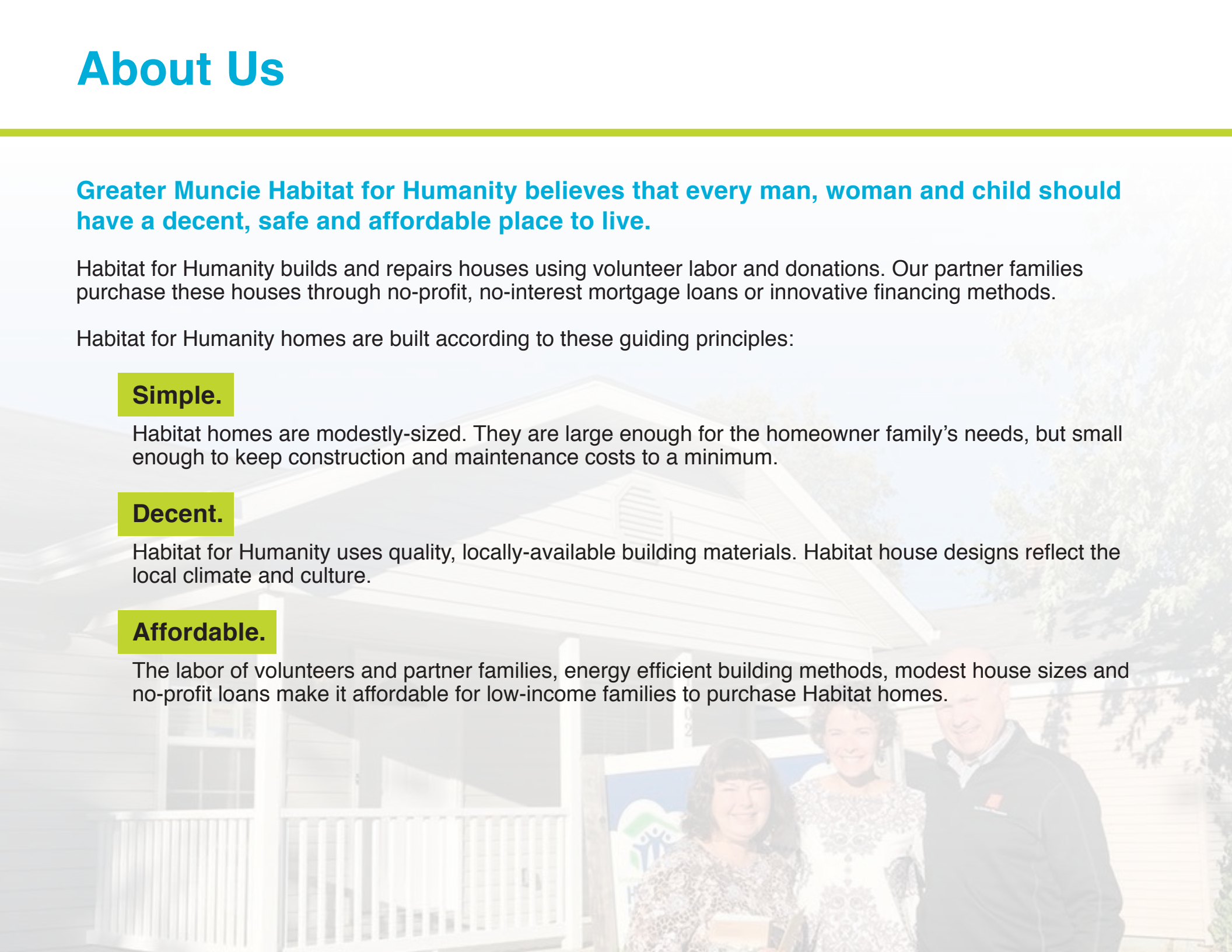
Habitat homes are modestly-sized. They are large enough for the homeowner family's needs, but small enough to keep construction and maintenance costs to a minimum.

## **Decent.**

Habitat for Humanity uses quality, locally-available building materials. Habitat house designs reflect the local climate and culture.

## **Affordable.**

The labor of volunteers and partner families, energy efficient building methods, modest house sizes and no-profit loans make it affordable for low-income families to purchase Habitat homes.



# Vision and Mission



## Vision

A world where everyone has a decent place to live.



## Mission

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



## Our Values

- Dig Deep
- Serve Boldly
- Welcome All
- Invest Generously
- Work Together
- Seek Joy
- Value Others





# Strategic Targets & Outcomes



## 3 Year Targets

Future Date: 6/30/21

Revenue: \$1,950,000

ReStore Profit: \$175,000

Families Served: 30

New Homes/Rehab: 10



## 3 Year Outcomes

Expand Neighborhood Revitalization and create a model for new neighborhoods.

Serve families through sustainable construction and housing support programs.

Create a volunteer leaders program that supports increased home production.

Create a productive resource development program that raises unrestricted funds.

Grow ReStore profit and ensure the ReStore is a consistent revenue source with reliable donations.

Develop professional job positions which are fairly compensated and attract talent to meet organizational needs.

# Goals

## 2019

23 families served

5 homeownerships

18 home repairs

## 2020

27 families served

7 homeownerships

20 home repairs

## 2021

30 families served

8 homeownerships

22 home repairs



