



Iowa Heartland Habitat For Humanity  
Fiscal Year 2021 **STRATEGIC PLAN**

# PLAN SUMMARY

## Background

Iowa Heartland Habitat for Humanity (IHHFH) helps families in Black Hawk, Bremer, Buchanan and Butler counties “build or improve a place they can call home.” The organization has had much success over the past few years in implementing their most recent strategic plan. Realizing new opportunities and needs, IHHFH determined that a new, short-term strategic plan was needed to guide the work of the organization over the next three to five years. Working with the Institute for Decision Making (IDM) at the University of Northern Iowa (UNI), the organization collected input from stakeholders and through two planning sessions, built consensus around priority issues, long-term goals and shorter-term objectives and actions to guide the organization over the next 1-5 years.



## Planning Participants

Natalie Burris  
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Allie Richman  
Bob Rohret  
Kristy Rosonke  
Steve Sesterhenn  
Lynette Sorensen  
LeKeisha Veasley  
Hank Wellnitz



# PURPOSE & IMPACT

## Vision

A world where everyone has a decent place to live.

## Mission

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

## Who We Are

Iowa Heartland Habitat for Humanity partners with people in your community, and all over the world, to help them build or improve a place they can call home. Habitat homeowners help build their own homes alongside volunteers and pay an affordable mortgage. With your support, Habitat homeowners achieve the strength, stability and independence they need to build a better life for themselves and for their families.


## Principles

- Demonstrate the love of Jesus Christ.
- Focus on shelter.
- Advocate for affordable housing.
- Promote dignity and hope.
- Support sustainable and transformative development.





# OVERARCHING STRATEGIC GOAL

A woman with reddish-brown hair tied back, wearing safety glasses and earplugs, is focused on sanding a wooden board with a yellow and black power sander. She is wearing a dark grey t-shirt with a John Deere logo. The background shows a metal wall and some greenery.

Through the implementation of this strategic plan, Iowa Heartland Habitat for Humanity will strengthen its operational and resource capabilities and capacity to the point where it is successfully serving at least 100 families per year by 2025.



# IOWA HEARTLAND'S PRIORITIES



- Project Impact
- Organizational Stability
- Awareness and Advocacy for Affordable Housing
- Neighborhood Revitalization
- Staff Retention, Development, and Growth
- Sustainable Rural Model

# PROJECT IMPACT

*IHHFH has expanded projects and programs to serve more families.*

- By 2025, IHHFH has provided 40 new homeownership opportunities.
- By 2025, IHHFH has served 30 families from rural areas.
- By 2025, IHHFH has increased the number of critical home repairs each year to 60.
- By 2025, IHHFH has implemented a new “case management - financial counseling” program.



# ORGANIZATIONAL SUSTAINABILITY

*Financial and volunteer support of IHHFH is increasing, allowing more families to be served.*

- Financial support has increased in the following ways:
  - Individual giving
  - In-kind donations for all construction activities
  - Grant sources
  - Cash contributions and sponsorships from businesses and churches
  - Net proceeds from fundraising events
  - Net profits from the ReStore
- By 2025, 50% of new in-house loans will be sold to local lenders or leveraged.
- Volunteers will be scheduled for urban and rural projects 3 months in advance.
- The list of ReStore volunteers has grown by 30%, allowing for additional shifts.

*Organizational operations are strengthened through participation in Habitat for Humanity International (HFHI) committees, task forces and meetings.*

- IHHFH will continue to serve on HFHI committees and task forces.
- 30-35% of staff members will be sent to HFHI conferences, events, or trainings each year.



# AWARENESS & ADVOCACY FOR AFFORDABLE HOUSING

*Existing and potential IHHFH stakeholders are aware of and supporting the work of the organization; and more families are engaged in its programs.*

- A marketing plan is developed that identifies messaging goals, targeted audiences, and strategies and techniques that will inspire action.
- IHHFH is intentional about keeping God at the center of all work.
- IHHFH is a vocal and visible advocate for decent, affordable housing.





# NEIGHBORHOOD REVITALIZATION

*IHHFH will be recognized as a leading partner in targeted neighborhood revitalization through its project work and leadership in planning.*

- By 2025, IHHFH has completed a publicly visible transformation in the Walnut Neighborhood in Waterloo. The transformation is determined by the measurable action plan created by the coalition in 2020.
- By 2025, IHHFH is leading or co-leading a coalition of partners and actively pursuing revitalization projects in the Church Row neighborhood of Waterloo.



# STAFF RETENTION, DEVELOPMENT, & GROWTH

*IHHFH is considered an employer of choice and has expanded its workforce to serve more families.*

- An updated performance review process and compensation structure has been developed.
- By 2025, all employees will engage in at least two events every year.
- IHHFH will quantify staff levels required per project/program type.
- By 2025, strategies to increase staff connection to the mission have resulted in 100% of staff giving.
- All staff members create and implement professional development plans each year.
- An annual team-building plan is developed with a minimum of 4 team-building events scheduled per year.





# SUSTAINABLE RURAL MODEL

*IHHFH understands its role in the rural affiliate housing market.*

- By 2021, IHHFH will have assessed and understand the affordable housing needs and availability in our rural GSA.
- By 2025, IHHFH will have developed and implemented a sustainable rural plan.





Iowa Heartland  
**Habitat**  
for Humanity®



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