



Habitat
for Humanity®
of Southern Santa
Barbara County

A Strategic Blueprint for Sustainability and Growth

July 2023 – June 2026

Over the next three years:

2x
volunteer
hours

affordable homeownership
opportunities to
15 households

international
housing
development
resulting in

400+
new homes

pursue

Restore 2.0

30

homes
through the
neighborhood
revitalization
program

global
build volunteer
project

increase
total homes
repaired by

30%

leadership
DEIA
initiative

1,500
hours of
sweat equity

increase
operational
efficiency by
25%

raise **\$5m**
through diversified sources

July 2023 - June 2026: Strategic Direction

Strategic Objective			Strategic Outcomes
Build Community Impact Improve Housing Conditions	Strategy 1	Create more affordable homeownership opportunities	1.1 Develop a mixture of housing products that enables Habitat Santa Barbara to provide affordable homeownership opportunities to 15 households over the next three years. 1.1a Ensure a continuous housing project pipeline to build continued momentum. 1.1b Explore pipeline of new types of homeownership opportunities that take advantage of innovative approaches in building design and conversion.
	Strategy 2	Increase the number of people served by Habitat programs	2.1 Increase number of homes repaired by 30% through the Critical Home Repair program. 2.2 Improve the safety and beautification of 30 homes and/or neighborhoods through the Neighborhood Revitalization and A Brush with Kindness programs. 2.3 Provide homeownership readiness and housing stability courses to 100% of pre-selected homebuyers. 2.4 Develop a turnkey disaster program that can scale and adapt to meet a neighborhood's unique needs and mobilize volunteers within 24 hours in the next year.
	Strategy 3	Improve construction efficiencies	3.1 Decrease the time of the construction lifecycle for new homes by 20%. 3.2 Reduce home repair timeline by 25%. 3.3 Leverage donated product for project sites when product value exceeds \$5,000.
	Strategy 4	Pursue ReStore 2.0	4.1 Pursue the opening of a cost-efficient ReStore retail concept that ensures that rent/ real estate expenses do not exceed 20% of store's gross profit; Operate ReStore no later than 2026. 4.2 Create an environmental plan that supports the diversion of waste from local landfills. 4.3 Leverage ReStore as an opportunity for affordable housing education and support for Habitat's mission.
Build Sector Impact Partner to Increase Shelter Access	Strategy 5	Build capacity through community engagement, volunteer support, and partnerships	5.1 DOUBLE current volunteer hours in first year. 5.2 Create 300 Group Volunteer Day opportunities. 5.3 Garner at least 1,500 hours of sweat equity from pre-selected homeowner families — improving skills and advancing construction projects. 5.4 Explore partnerships with private developers to create more affordable homeownership opportunities.
	Strategy 6	Grow Habitat's impact through education and advocacy	6.1 Mobilize stakeholders through education. 6.2 Leverage new state and local housing policy reforms to increase affordable homeownership opportunities. 6.3 Advocate locally for new funding and policy change to improve access to affordable housing opportunities.

Strategic Objective			Strategic Outcomes
Build Societal Impact Inspire Action to End Housing Poverty	Strategy 7	Invest in international housing development	7.1 Invest in housing development partnerships established with Habitat Nepal and Habitat Uganda to ensure 400 new homes are constructed. Invest in improvements related to infrastructure and education.
	Strategy 8	Launch a global build project initiative	8.1 Launch a local campaign to support participation in at least one global build volunteer project to visit/volunteer in support of Nepal and/or Uganda's housing development.
Build Org. Sustainability Mobilize Resources and Steward them Faithfully	Strategy 9	Fund the mission	9.1 Build a sustainable funding model to achieve \$1.4M in revenue annually through a diversification of funding sources; increase fundraising 3-5% annually to account for growth. 9.2 Evaluate the benefits of a revolving loan fund for the home repair program.
	Strategy 10	Invest in our people and capacity	10.1 Keep employee turnover below 15% annually. 10.2 Better reflect the community we serve through Habitat leadership Diversity, Equity, Inclusion and Accessibility (DEIA) initiative; implement identified priority initiatives within one year. 10.3 Recruit 20 high-priority volunteer leadership positions; with added leadership expertise, reduce spending by 20% on admin expenses by year 2.
	Strategy 11	Operate with excellence	11.1 Operate a financially sustainable organization. 11.2 Increase operational efficiency by 25%. 11.3 Streamline internal processes through an investment in technology and training to meet 100% of compliance requirements annually. 11.4 Create a scalable, flexible organization through leveraging technology and investing in policy and record keeping. 11.5 Create a business continuity and recovery plan to prepare for unexpected events, natural disasters, redundancies to accommodate staff turnover, and more.

Habitat for Humanity of Southern Santa Barbara County's Local Impact

We build strength, stability, and self-reliance through shelter. We believe that housing is a human right; that communities thrive when people live where they work; and safe housing is a form of health care and a path to stability.

In response to a community where housing costs are growing and the availability of affordable housing is shrinking, local nonprofit Habitat Santa Barbara:

- **Produces** affordable housing with new construction projects;
- **Preserves** existing housing through home repair and whole-home rehabilitations;
- **Protects** affordable housing by advocating for fair and just policies.



Habitat
for Humanity®
of Southern Santa
Barbara County

our mission

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

what we do

Habitat for Humanity partners with people in our 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.



Habitat for Humanity of Southern Santa Barbara County

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