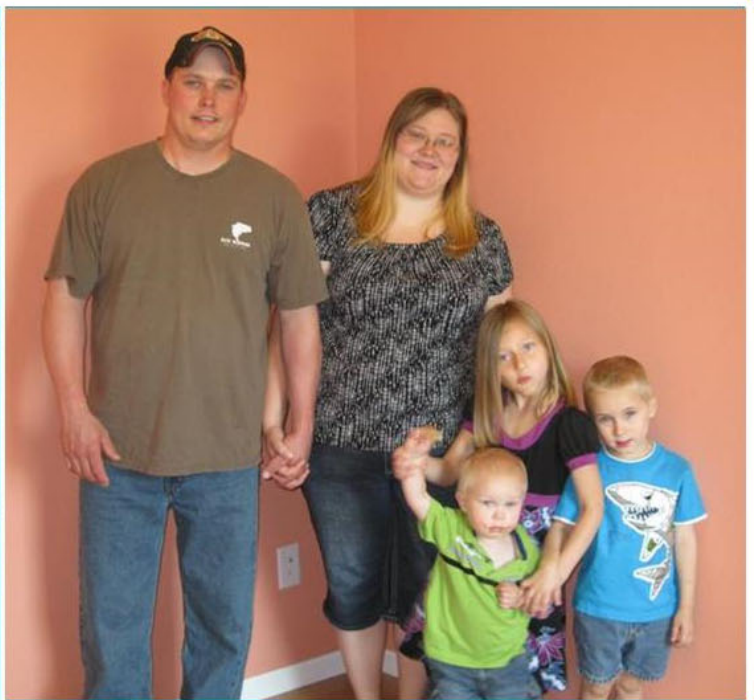




Habitat for Humanity Winona-Fillmore Counties



Strategic Plan 2020—2025



Building a world where everyone has a decent place to live.



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Letter from the Executive Director



Grounded in our earliest roots at [Koinonia Farm](#) in 1940's rural Georgia, Habitat for Humanity began as a dream built on radical inclusivity, and on the belief that living in intentional community and sharing lives, resources, and work was a demonstration of the kingdom of God. Those beliefs and principles moved our founder, Leiha Larson, to mobilize our community and bring the dream of Habitat for Humanity to our neighbors. That dream holds true today, and it drives us toward our future:

As a demonstration of God's love, we will build and repair homes together with people in need of a decent place to live.

With our roots top of mind and in our hearts, the Habitat staff and board is excited to build upon this legacy, and on the success of our first 25 years. The last five years have brought a new emphasis on home repairs that help people live more safely in their homes, an emphasis on capacity building, a new ReStore that makes our work more sustainable.

Now we face the next 5 years ready to deliver on our promise to double our mission delivery.

Our plan for the next five years is to reach a point where we build two houses per year and simultaneously deepen our commitment to repairs—providing *Critical Home Repair*, *Aging in Place*, and *A Brush with Kindness* services at higher levels. Our new ReStore, which grows stronger month after month, will fuel our expanded affordable housing work.

This strategic plan, built on the framework provided by Habitat for Humanity International, is based on research and community listening. The staff and board went through an intensive self-assessment process to identify internal strengths, weaknesses, and goals for the future. We distributed a detailed public survey across Winona and Fillmore counties. You will find survey results and data collection methods shared in the appendices. And lastly, the board weighed the data and adopted a hybrid approach for our future: one that balances new home construction with our three home repair programs so that we can meet the greatest need for the most people. Staff created metrics, targets, and an implementation schedule to give the plan momentum and accountability.

It is my pleasure to share this exciting and aspirational 5-year strategic plan with you. And I can't wait to work with you to build and repair homes for people in need of a decent place to live.

In partnership,

A handwritten signature in blue ink that reads "Amanda".

Amanda Hedlund
Executive Director



Summary

Organization Vision

A world where everyone has a decent place to live.

Organization Mission

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

Five Year Affiliate Vision - 2025

A strong, sustainable organization that provides safe livable housing to the community.

Five Year Affiliate Mission

In addition to building homes, Habitat for Humanity Winona-Fillmore Counties provides safe livable housing by helping seniors stay in their homes, completing important and critical home repairs, and operating a successful ReStore that serves as a community resource for building materials and assists with the organization's financial stability.

Through shelter, we empower.

Affordable housing is the foundation on which families and communities thrive.

Goals, Strategic Objectives, and Approaches

GOAL: Build a Sustainable Organization

Strategic Objective: Fund the mission

Approaches:

- Increase ReStore capacity by increasing revenue, strengthening the in-kind supply chain, and building the volunteer base.
- Solicit home sponsorships to increase our ability to build homes now and in the future.
- Solicit Critical Home Repair (CHR) and A Brush with Kindness (ABWK) sponsorships to help those with even lower income, and improve sustainability of the program.
- Build a financial reserve sufficient to see Habitat through difficult times.
- Grow Habitat's base of support and annual contributions.
- Seek low-cost options for obtaining land parcels for home construction.
- Seek USDA lending or other alternative mortgage financing techniques.
- Broaden fund development initiatives, including planned giving, recurring giving, major gifts, and donor stewardship.

Strategic Objective: Grow skills and leadership capabilities

Approaches:

- Increase administrative staffing capacity by adding an administrative assistant so that existing staff can broaden their responsibilities in fundraising and construction.
- Increase Construction staffing as new home construction increases to include two homes as well as repair programs annually.



- Increase fund development staffing as new home construction increases to include two homes as well as repair programs annually.
- As ReStore revenue increases, add staff to increase store capacity.
- Explore creative ways to grow staff's skills and leadership abilities.
- Improve board orientation by providing more information on Habitat's history, programs, and future plans.
- Improve board engagement by offering retreat/s, social gathering opportunities, and mission engagement opportunities.



Strategic Objective: Operate with Excellence

Approaches:

- Use all resources to their fullest capacity, singularly prioritizing Habitat goals and objectives.
- Implement a project management tool to streamline project records, improve our data collection, and keep more comprehensive records for the long term.
- Evaluate the payment model for the three repair programs.
- Better define and advertise Critical Home Repair program.
- Define and implement an Age in Place program.
- Document volunteer program operations and better capture volunteer information for future contact and engagement.
- Strengthen volunteer recruitment and engagement.
- Explore options for storage of construction equipment, home building materials, and ReStore product surplus.
- Improve the ReStore handbook and operating policies, along with volunteer training.
- Invest in staff through mission experience opportunities.
- Share our story and build awareness of Habitat's impact: affordable housing needs met, homeowner success stories, landfill diversion through ReStore.
- Assess our Geographic Service Area (GSA).

Habitat for Humanity was founded on the conviction that **every man, woman and child should have a simple, durable place to live in dignity and safety**, and that decent shelter in decent communities should be a matter of conscience and action for all.



GOAL: Build Community Impact

Strategic Objective: Serve families through sustainable construction and housing support services

Approaches:

- Build (2) houses per year.
- Provide (7) or more Aging in Place services year-round.
- Provide (10) or more A Brush with Kindness home improvements in the summer.
- Provide (8) or more Critical Home Repair services in the summer.
- Strengthen outreach to, and partnership with, underserved populations.

Strategic Objective: Leverage shelter as a catalyst for community transformation

Approaches:

- Target specific neighborhoods in Winona for repairs.
- Partner with local businesses to fund projects where they operate.
- Create sustainable partnerships with local government to strengthen the affordable housing infrastructure of our service area.
- Strengthen partnerships with local shelter providers to assist agencies addressing homelessness and poverty housing.
- Strengthen partnerships with agencies comprising the local social services safety net to expand our referral network.

GOAL: Build Sector Impact

Strategic Objective: Promote policies and systems that advance access to adequate, affordable housing.

Approaches:

- Take part in Habitat advocacy initiatives at the local and state level.
- Engage the Rochester Area Builder's Association in the Habitat mission.
- Take part in task forces and other civic participation opportunities that seek to advance local affordable housing options.
- Advocate for housing solutions across the continuum at the local level.
- Share “did you know” messaging for local community related to importance of affordable housing.



GOAL: Build Societal Impact

Strategic Objective: Mobilize volunteers as hearts, hands, and voices for the cause of adequate, affordable housing.

Approaches:

- Engage volunteers in new, meaningful, and structured ways.
- Steward and celebrate volunteers to make Habitat a preferred place to volunteer across all areas of the enterprise.
- Strengthen partnerships with local faith groups and churches for financial support, volunteerism, hospitality, and program outreach.
- Build partnerships and opportunities with high schools and middle schools.
- Strengthen and maintain partnerships with colleges, and universities to provide service learning and volunteer opportunities.
- Involve volunteers in advocacy around improved shelter for all.

Together with you, Habitat for Humanity will continue to shape our community now and in the future.

Appendix A: Metrics, Targets & Implementation

GOAL: BUILD A SUSTAINABLE ORGANIZATION

<i>Strategic Objective</i>	<i>Approach</i>	<i>Metrics and Targets</i>	<i>Implementation Timeframe</i>
<i>Fund the mission</i>	Increase ReStore capacity by increasing sales, strengthening the in-kind supply chain, and building the volunteer base.	<ul style="list-style-type: none"> • Annual sales goal: \$350,000 (60% increase) • In-kind donations: (20) corporate/contractor partners (3 new/year) • Volunteer base: (30) regular volunteers; (140) hours/week; (15) group relationships (2 new/year) 	ReStore Manager; Volunteer Coordinator Long term
	Solicit home sponsorships to increase our ability to build homes now and in the future.	<ul style="list-style-type: none"> • (7) in sponsorships per home built • (16) fundraising teams per home built 	Executive Director; Dev. Committee Medium
	Solicit AIP, CHR & ABWK sponsorships to help those with even lower income, and improve sustainability.	Solicit (15) repair sponsorships per year	Executive Director; Dev. Committee Long term
	Grow Habitat's base of support and annual contributions.	<ul style="list-style-type: none"> • Add (250) new donors through a new, public acquisition strategy • Implement donor stewardship program with (6) key tactics 	Executive Director; Volunteer Coordinator; Dev. Committee Medium
	Build a financial reserve sufficient to see Habitat through difficult times.	Build a financial reserve of (6) months operating costs	Executive Director; Finance Manager; Finance Committee
	Seek low-cost options for obtaining land parcels for home construction.	<ul style="list-style-type: none"> • Build partnerships w/(3) or more lenders • Build partnerships w/(2) or more demolitions experts • Build land bank of (4) parcels; thereafter • Obtain (1) or (2) urban parcels/year • Obtain (1) or (2) rural parcels/year 	Executive Director; Operations Director Long term

Grow skills and leadership capabilities

Seek USDA lending or other alternative mortgage financing techniques.	<ul style="list-style-type: none"> • Build (1) USDA-funded house per year • Recycle funds into the next USDA-funded house 	Operations Director; Finance Manager Medium
Broaden fund development initiatives, including planned giving, recurring giving, major gifts, and donor stewardship.	<ul style="list-style-type: none"> • Implement planned giving program with (5) key tactics • Build recurring donor base to (20) donors • Build major donor base to (28) donors 	Executive Director; Dev. Committee Long term
Increase administrative staffing capacity by adding an administrative assistant so existing staff can broaden responsibilities in fundraising & construction.	<ul style="list-style-type: none"> • Hire (1) administrative assistant • Modify job descriptions of impacted staff to adjust responsibilities 	Executive Director; Finance Committee; HR Committee; Board Short term
Increase construction staffing as new home construction increases to include two homes as well as repair programs yearly.	<ul style="list-style-type: none"> • Investigate best approach: in-house, AmeriCorps, new staff • Hire construction support 	Executive Director; Finance Committee; HR Committee; Board Short term
Increase fund development staffing as new home construction increases to include two homes as well as repair programs yearly.	<ul style="list-style-type: none"> • Investigate best approach: in-house, new staff • Hire development support 	Executive Director; Finance Committee; HR Committee; Board
As ReStore revenue increases, add staff to increase store capacity.	Add staff equivalent to 1 FTE/\$85,000 in sales	ReStore Manager; HR Committee
Explore creative ways to grow staff's skills and leadership abilities.	<ul style="list-style-type: none"> • Prioritize HFHI trainings and conferences • Prioritize diversity and inclusion training • Ensure all staff receive annual professional development training • Increase cross training and job shadowing 	Executive Director; HR Committee Short term
Improve board orientation, providing more information on Habitat's history, programs, future plans.	<ul style="list-style-type: none"> • Create board orientation packet • Develop and document board orientation process 	Executive Director; Governance Cttee Short term
Improve board engagement by offering retreat/s, social gathering opportunities, and mission engagement opportunities.	<ul style="list-style-type: none"> • Offer (2) mission opportunities, (1) social opportunities, and (1) retreat per year • Engage in every house dedication and ground breaking planning 	Executive Director Short term

Operate with Excellence

<p>Use all resources to their fullest capacity, singularly prioritizing Habitat goals and objectives.</p>	<ul style="list-style-type: none"> • Assess inclusivity in hiring strategies and board composition • All volunteers and staff singularly focused on key mission priorities • All financial resources creating specific and direct impact • All tools and equipment used exclusively for mission delivery • All facilities used for mission-related services 	<p>All Staff; Board</p> <p>Ongoing</p>
<p>Implement a project mgmt. tool to streamline project records, improve data collection, and keep comprehensive records.</p>	<ul style="list-style-type: none"> • Implement Procorps • Use to manage and track all construction projects 	<p>Finance Manager</p> <p>Short term</p>
<p>Evaluate the payment model for the three repair programs.</p>	<ul style="list-style-type: none"> • Research payment models: fee for service, sliding fee scale, no cost • Research alternative financing options • Update repair policy as directed by the board • Implement payment model change; create explanatory materials 	<p>Finance Manager; Operations Director</p> <p>Short term</p>
<p>Better define and advertise Critical Home Repair Program.</p>	<ul style="list-style-type: none"> • Clarify program parameters • Refine application materials • Create marketing materials • Add (2) or more roofing partners 	<p>Executive Director; Operations Director; Volunteer Coordinator</p> <p>1-3: Short term</p> <p>4: Long term</p>
<p>Define and implement an Age in Place program</p>	<ul style="list-style-type: none"> • Expand program parameters • Create application materials • Create marketing materials • Pursue grant funding • Add 1 general contractor partner or 6 or more key partners: plumber, electrician, asbestos, drywall 	<p>Executive Director; Operations Director; Volunteer Coordinator</p> <p>Medium term</p>

Document volunteer program operations and better capture volunteer information for future contact and engagement.	<ul style="list-style-type: none"> • Create volunteer operations manual • Expand use of Volgistics volunteer database • Build volunteer experience and engagement strategy • Build diversity and inclusion initiatives into recruitment and retention strategies 	Volunteer Coordinator Short term
Explore options for storage of construction equipment, home building materials, and ReStore product surplus.	<ul style="list-style-type: none"> • Assess functionality of current storage options • Explore alternative options if insufficiency identified • Write and present proposal to board 	Operations Director; ReStore Manager Medium
Improve the ReStore handbook and operating policies, along with volunteer training.	<ul style="list-style-type: none"> • Update ReStore handbook with operating policies • Document and formalize volunteer onboarding and training protocols • Create a culture of welcome in the ReStore 	ReStore Manager; Volunteer Coordinator Short term
Invest in staff through mission experience opportunities.	<ul style="list-style-type: none"> • Global Village trips • Disaster response builds • Other affiliate builds • Encourage community volunteerism 	Board
Share our story and build awareness of Habitat's impact: affordable housing needs met, homeowner success stories, landfill diversion through ReStore.	<ul style="list-style-type: none"> • Submit (10) press releases or letters to editor yearly • Get quarterly earned media coverage • Create Habitat and ReStore champions volunteer network to be active storytellers 	Volunteer Coordinator 1-2: Ongoing 3: Short term
Assess Geographic Service Area (GSA).	Make a determination on best approach for Fillmore County	Board

GOAL: BUILD COMMUNITY IMPACT

Strategic Objective	Approach	Metrics and Targets	Implementation Timeframe
Serve families through sustainable construction and housing support services	Build (2) houses per year.	<ul style="list-style-type: none"> • Build (1) urban house • Build (1) rural house using USDA funding 	Operations Director Long-term
	Provide (7) or more Aging in Place services year-round.	<ul style="list-style-type: none"> • Implement program as pilot with goal of (2) projects in year one. • Build to delivering (7)/year 	Operations Director Medium-term
	Provide (10) or more A Brush with Kindness home repairs/year.	Provide (10) or more A Brush with Kindness home repairs/year	Operations Director Ongoing
	Provide (8) or more Critical Home Repair services in the summer.	<ul style="list-style-type: none"> • Build out Critical Repair Home program • Provide (8) or more Critical Home Repair services in the summer 	Operations Director 4 in short-term 8 in medium-term
	Strengthen outreach to, and partnership with, underserved populations.	<ul style="list-style-type: none"> • Partner with HCO, Social Services, WAPS, and Project Fine for outreach and translation • Adopt a Habitat welcoming statement • Adopt Ethics Covenant & Code of Conduct • Build relationships in the East End, Links Lane, Maplewood Homes, Lake Village, Hidden Valley, and other lower income communities 	Executive Director; all staff; Board
Leverage shelter as a catalyst for community transformation	Target specific neighborhoods in Winona for repairs.	<ul style="list-style-type: none"> • Develop door hangers • Map neighborhoods with prevalent repair needs • Use volunteers to canvass neighborhoods 	Volunteer Coordinator Short term
	Partner with local businesses to fund projects where they operate.	<ul style="list-style-type: none"> • Involve businesses in specific geographies with build, repair goals • Speak to employee group about our mission and volunteering • Solicit sponsorships build and teams 	Executive Director

<p>Create sustainable partnerships with local government to strengthen the affordable housing infrastructure of our service area.</p>	<ul style="list-style-type: none"> • Actively communicate with elected officials and area government bodies: county board, city councils, mayors, planning commission, port authority, and others throughout GSA. • Partner on land acquisition • Be current on policies and decisions under consideration, speak as appropriate • Become a sought out subject matter expert on housing issues 	<p>Executive Director</p> <p>Ongoing</p>
<p>Strengthen partnerships with local shelter providers to assist agencies addressing homelessness and poverty housing.</p>	<ul style="list-style-type: none"> • Continue to support the work of the Warming Center, Grace Place, Wesley United Methodist, HCO, and other entities offering housing continuum services 	<p>Executive Director; Operations Director</p> <p>Ongoing</p>
<p>Strengthen partnerships with agencies comprising the local social services safety net to expand our referral network.</p>	<p>Continue active engagement with the Winona Nonprofit Alliance</p>	<p>Executive Director; Volunteer Coordinator</p> <p>Ongoing</p>

GOAL: BUILD SECTOR IMPACT

<i>Strategic Objective</i>	<i>Approach</i>	<i>Metrics and Targets</i>	<i>Implementation Timeframe</i>
<i>Promote policies and systems that advance access to adequate, affordable housing.</i>	Take part in Habitat advocacy initiatives at the local and state level.	Take part in Habitat on the Hill, email campaigns	All staff Ongoing
	Engage the Rochester Area Builder’s Association in the Habitat mission.	<ul style="list-style-type: none"> • Build contractor relationships • Co-host a fundraiser 	Executive Director; Operations Director; ReStore Manager Short term
	Take part in task forces and civic participation opportunities that advance affordable housing options.	Take part in task forces, advisory committees, government boards, and commissions	Executive Director; Operations Director Ongoing
	Advocate for housing solutions across the continuum at local level.		Executive Director Ongoing
	Share “did you know” messaging for local community on importance of affordable housing.	<ul style="list-style-type: none"> • Promote Homes for All content specific to MN • Add Mission signage, materials in ReStore 	Volunteer Coordinator Ongoing

GOAL: BUILD SOCIETAL IMPACT

<i>Strategic Objective</i>	<i>Approach</i>	<i>Metrics and Targets</i>	<i>Implementation Timeframe</i>
<i>Mobilize volunteers as hearts, hands, and voices for the cause of adequate, affordable housing.</i>	Engage volunteers in new, meaningful, and structured ways.	<ol style="list-style-type: none"> 1. Construction site leads with job descriptions and training 2. Habitat messaging and market ambassadors with job description 3. ReStore leads with job descriptions and training 4. Community outreach volunteers 5. Faith liaisons w/identified roles in congregations 6. Advocates ready to work on policy initiatives 7. Fundraiser 	Volunteer Coordinator; Operations Director; ReStore Manager <ol style="list-style-type: none"> 1. Short term 2. Short term 3. Medium 4. Medium 5. Medium 6. Medium 7. Medium

Steward and celebrate volunteers to make Habitat a preferred place to volunteer across all areas of the enterprise.	Formalize and implement a plan for volunteer stewardship	Volunteer Coordinator Short term
Strengthen volunteer recruitment and engagement	<ol style="list-style-type: none"> 1. Document and deliver volunteer strategy for corporate sponsors 2. Recruit (5) volunteers for consistent office work 3. Recruit (5) or more skill-specific construction volunteers 4. Develop and implement strategy to increase diversity through volunteer recruitment and engagement 	Volunteer Coordinator <ol style="list-style-type: none"> 1. Short term 2. Medium 3. Medium 4. Short term
Strengthen partnerships with local churches for financial support, volunteerism, hospitality, and program outreach.	<ul style="list-style-type: none"> • Build an inter-faith engagement strategy • Engage, empower, and activate the faith relations committee • Become known by, accessible to, and engaged with interested area faith groups 	Volunteer Coordinator; Executive Director Medium
Build partnerships and opportunities with high schools and middle schools.	Build plan to engage high school and middle students annually	Volunteer Coordinator Medium
Strengthen and maintain partnerships with colleges, and universities to provide service learning and volunteer opportunities.	<ul style="list-style-type: none"> • Rebuild and maintain Habitat campus chapters at SMU, WSU • Engage sports and social groups • Engage faculty and alumni 	Volunteer Coordinator Ongoing
Involve volunteers in advocacy around improved shelter for all.	Invite to annual event in the Twin Cities	Volunteer Coordinator; Executive Director Ongoing

Appendix B: External Survey Results

Data Collection Method

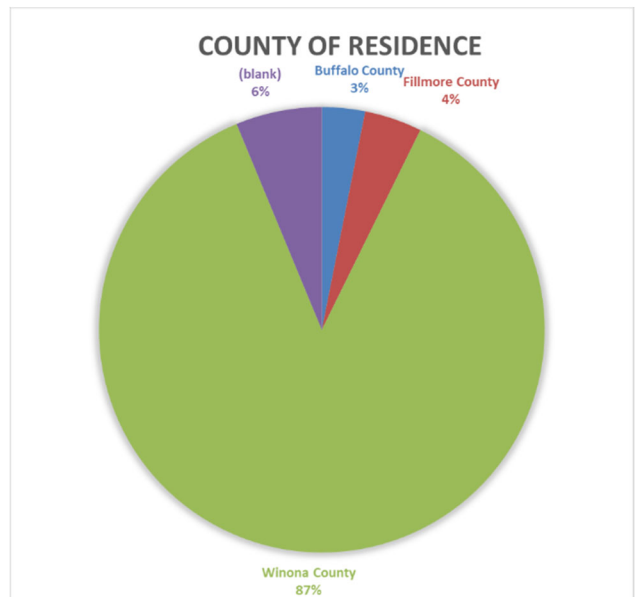
- Post cards distributed widely (mailed to donors, volunteers; emailed through e-newsletter; posted on social media; available in ReStore and Habitat office).
- Press release sent to newspapers (Winona Post, Winona Daily News, Rochester Post-Bulletin, Fillmore County Journal, and Bluff Country News) radio (Leighton Broadcasting and WSU radio) and TV (News 8, KTTC news, and My Fox 47).
- Received 97 responses.
- Most questions were open ended, responses were categorized manually, and multiple selections were allowed.



SURVEY QUESTIONS

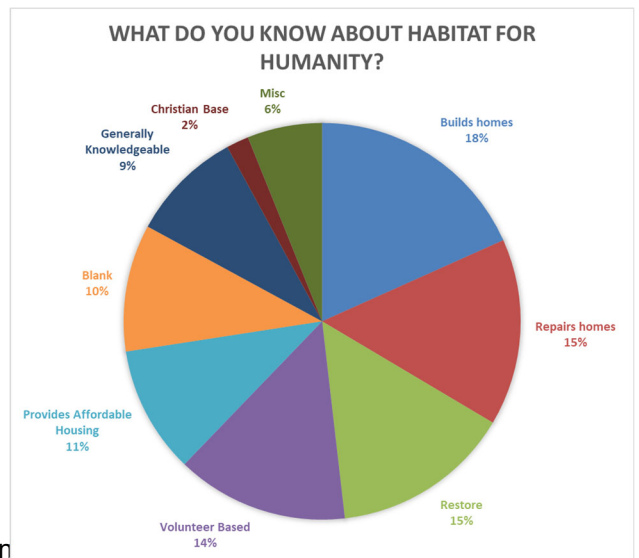
County of Residence

- Winona County – 87%
- Fillmore County – 4%
- Buffalo County – 3%
- Unanswered – 6%



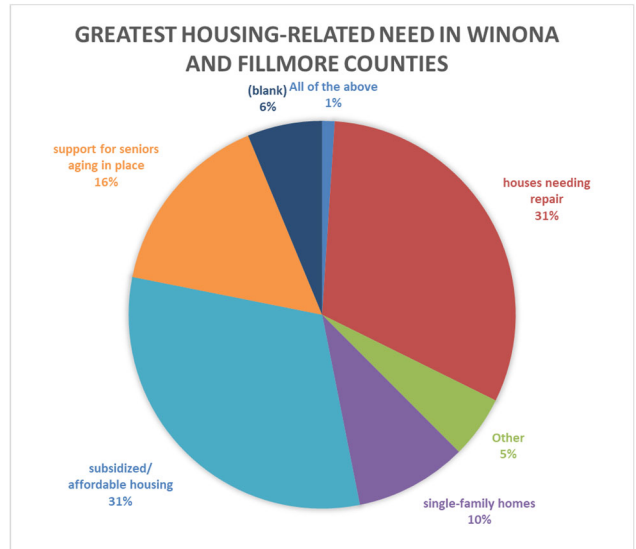
What do you know about Habitat for Humanity?

- Builds homes – 18%
- Repairs homes – 15%
- Operates the Habitat ReStore – 15%
- Volunteer based – 14%
- Provides affordable housing – 11%
- Generally knowledgeable – 9%
- Christian based – 2%



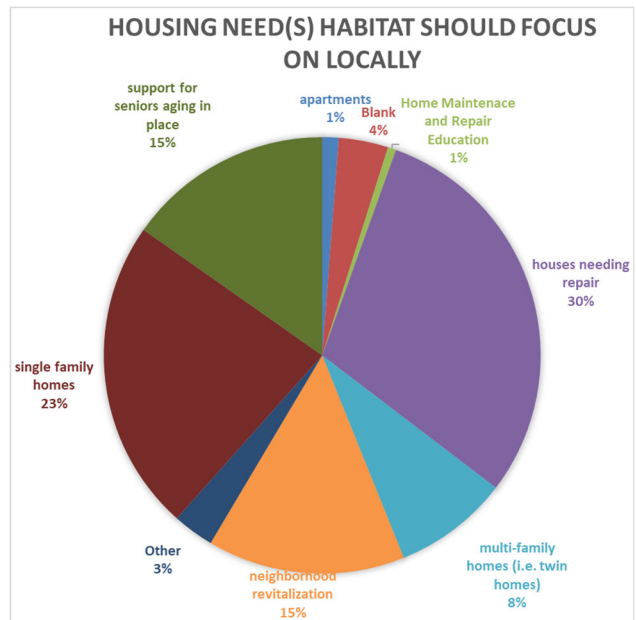
What do you see as the greatest housing related need in Winona & Fillmore counties?

- Houses needing repair – 31%
- Subsidized/affordable housing – 31%
- Support for seniors aging in place – 16%
- Single family homes – 10%
- Other – 5%; Unanswered – 6%
- All of the above – 6%



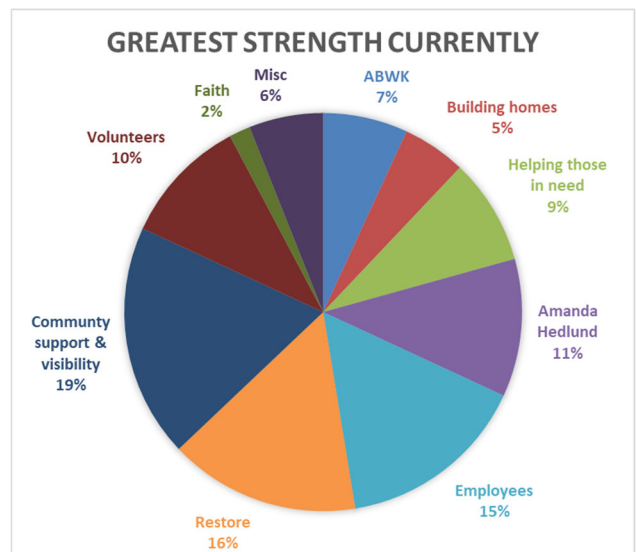
What should Habitat focus on locally?

- Houses needing repair – 30%
- Single family homes – 23%
- Neighborhood revitalization – 15%
- Support for seniors aging in place – 15%
- Multi-family homes (i.e. twin homes) – 8%
- Home maintenance & repair education – 1%
- Apartments – 1%
- Other – 3%
- Unanswered – 4%



What is Habitat's greatest strength?

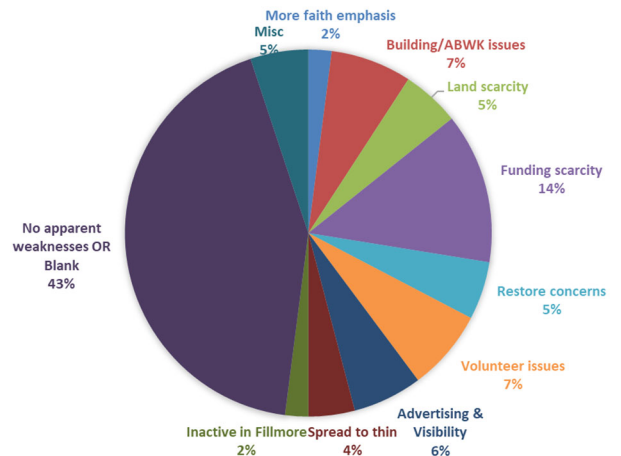
- Community support and visibility – 19%
- ReStore – 16%
- Employees – 15%
- Leadership – 11%
- Volunteers – 10%
- Helping those in need – 9%
- A Brush with Kindness – 7%
- Miscellaneous – 6%
- Building homes – 5%
- Faith – 2%



What do you see as Habitat’s greatest weakness?

- No apparent weakness or Unanswered – 43%
- Funding scarcity – 14%
- Volunteer issues – 7%
- Building/A Brush with Kindness issues – 7%
- Advertising and visibility – 6%
- Land scarcity – 5%
- ReStore concerns – 5%
- Miscellaneous – 5%
- Spread too thin – 4%
- Inactive in Fillmore – 2%
- More faith emphasis – 2%

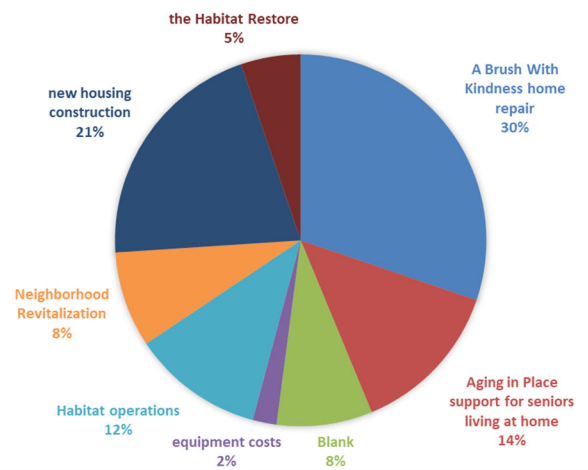
GREATEST WEAKNESSES CURRENTLY



If you made a gift to Habitat, what would you most want it to support?

- A Brush with Kindness repairs – 30%
- New housing construction – 21%
- Aging in Place support – 14%
- Habitat operations – 12%
- Neighborhood Revitalization – 8%
- The Habitat ReStore – 5%
- Equipment costs – 2%
- Unanswered – 8%

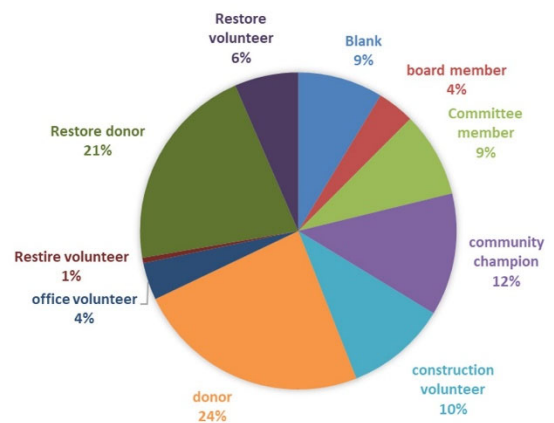
IF YOU MADE A GIFT TO HABITAT, WHAT WOULD YOU MOST WANT IT TO SUPPORT?



In what ways are you involved with Habitat?

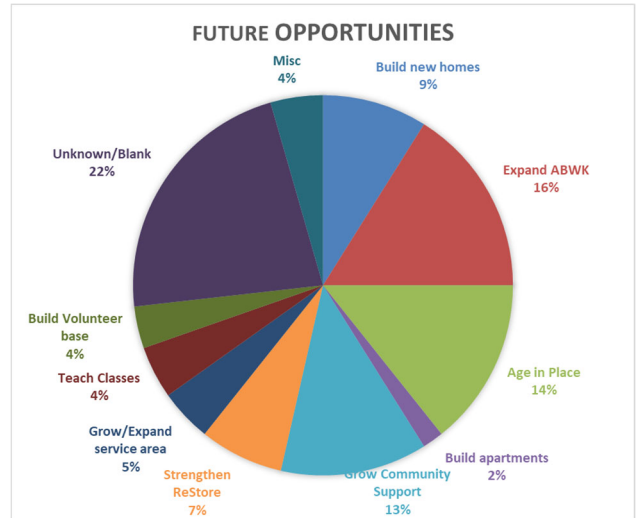
- Habitat donor – 24%
- ReStore donor – 21%
- Board or committee member – 13%
- Community champion – 12%
- Construction volunteer – 10%
- ReStore volunteer – 7%
- Office volunteer – 4%
- Unanswered – 9%

IN WHAT WAYS ARE YOU CURRENTLY INVOLVED WITH HABITAT?



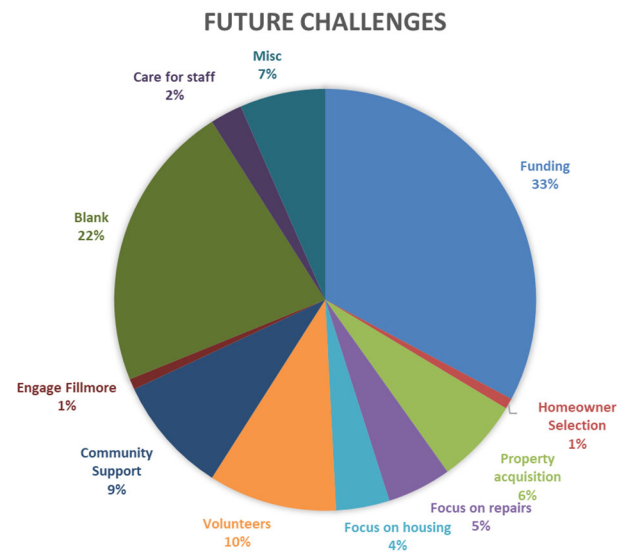
What do you see as Habitat’s future opportunities?

- Expand A Brush with Kindness – 16%
- Age in Place programming – 14%
- Grow community support – 13%
- Build new homes – 9%
- Strengthen ReStore – 7%
- Grow/expand service area – 5%
- Build volunteer base – 4%
- Teach classes – 4%
- Miscellaneous – 4%
- Build apartments – 2%
- Unknown/Unanswered – 22%



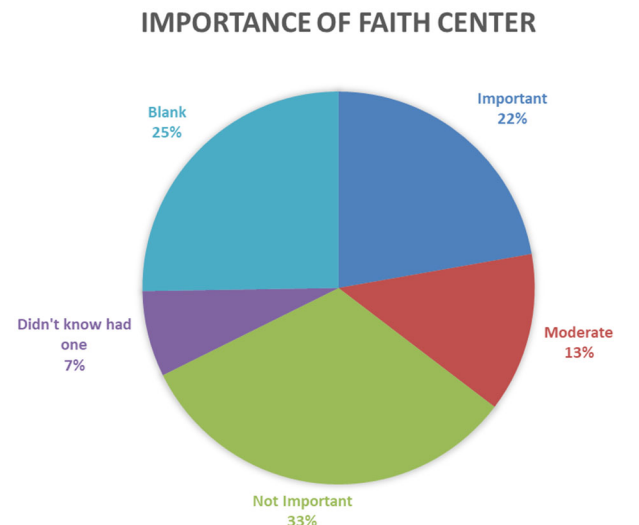
What do you see as Habitat’s future challenges?

- Funding – 33%
- Volunteers – 10%
- Homeowner selection – 1%
- Property acquisition – 6%
- Focus on repairs – 5%
- Focus on housing – 4%
- Community support – 9%
- Engaging Fillmore county – 1%
- Caring for staff – 2%
- Miscellaneous – 7%
- Unanswered – 22%



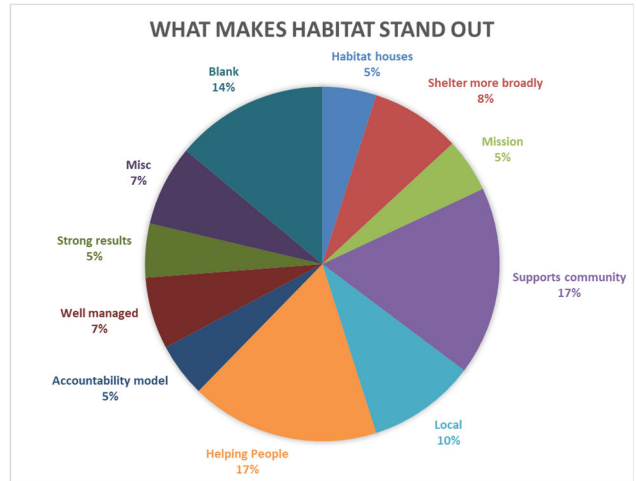
How important is Habitat’s faith center to you?

- Not important – 33%
- Important – 22%
- Moderate – 13%
- Didn’t know it had one – 7%
- Unanswered – 25%



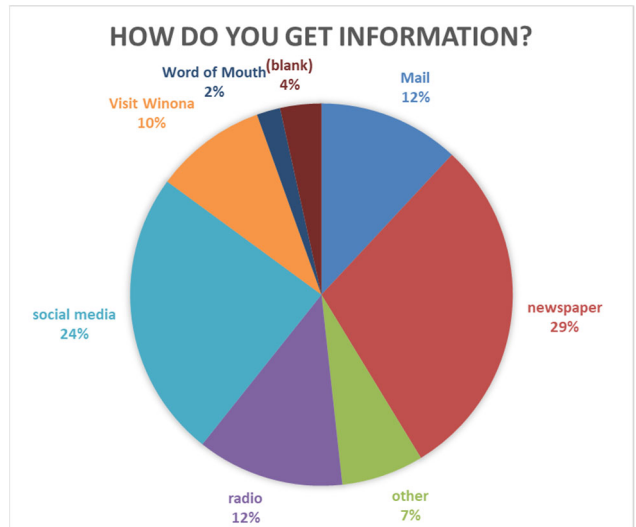
What makes Habitat stand out as compared to other charities?

- Supporting the community – 17%
- Helping people – 17%
- Local emphasis – 10%
- Shelter more broadly – 8%
- Well managed – 7%
- Miscellaneous – 7%
- Habitat houses – 5%
- Its mission – 5%
- Accountability model – 5%
- Strong results – 5%
- Unanswered – 14%



How do you get information?

- Mail – 12%
- Newspaper – 29%
- Other – 7%
- Radio – 12%
- Social media – 24%
- Visit Winona – 10%
- Word of mouth – 2%
- Unanswered – 4%

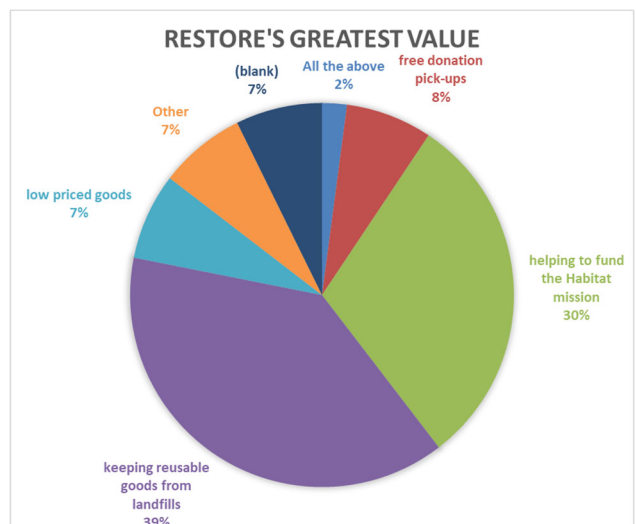


What is your relationship to the ReStore?

- Donate – 42%
- Shop – 37%
- Volunteer – 9%
- None – 7%
- Unanswered – 5%

What do you see as ReStore's greatest value?

- Keeping reusable goods from landfills – 39%
- Helping fund the Habitat mission – 30%
- Free donation pickups – 8%
- Low priced goods – 7%
- Other – 7%
- Unanswered – 7%
- All of the above – 2%



Appendix C: Internal Survey Results

Completed February 21, 2020

We used the Habitat for Humanity International Affiliate Self-Assessment tool to survey internal strengths and growth areas to help chart our roadmap forward in building capacity and developing greater impact.

This document shows aggregated responses of staff and board members corresponding to the letter selected in each maturity level category on each individual's survey. The most commonly recurring selection for each one category is reflected with the icon of a house. 🏠

The range of responses is indicated with arrows. Blue arrows reflect the views of staff, green arrows reflect the responses of members of the board.

	A – Foundation Builder	B – Home Builder	C – Block Builder	D – Neighborhood Builder	E – Community Builder	F – Town Builder
Board		← Blue arrow from B to C, Green arrow from A to D, 🏠 icon at C				
Construction	← Blue arrow from A to D, Green arrow from B to E, 🏠 icon at D	← Green arrow from B to E				
Property	← Blue arrow from A to B, Green arrow from A to C, 🏠 icon at B					
Homeowner Services	← Blue arrow from A to D, Green arrow from A to E, 🏠 icon at B	← Green arrow from B to E, 🏠 icon at C				
Operations		← Blue arrow from B to D, Green arrow from B to E, 🏠 icon at C				
Finance		← Blue arrow from B to D, Green arrow from B to E, 🏠 icon at D				
Resource Development		← Blue arrow from B to D, Green arrow from B to E, 🏠 icon at C		← Green arrow from C to E, 🏠 icon at D		
Staff		← Blue arrow from B to D, Green arrow from B to E, 🏠 icon at B	← Green arrow from C to E, 🏠 icon at C			

Appendix D: Background Information

Habitat for Humanity knows that—with a little help—we all have the potential to stand on our own.

About Habitat for Humanity Winona-Fillmore Counties

- Our Mission: Seeking to put God’s love into action, Habitat for Humanity brings people together to build homes, communities, and hope.
- Our Vision: A world where everyone has a decent place to live.
- 1994: Habitat for Humanity Winona County opened its doors. We have now been serving Winona County for 25 years.
- 2003: launched the first Habitat ReStore in Minnesota! A fundraiser for our mission, we sell gently used and new building materials and furniture for a fraction of retail prices.
- 2009: added Fillmore County to our service area in response to devastating area floods.
- 2012: launched the A Brush With Kindness exterior home repair program.
- 2019: opened a larger ReStore to earn more of the funds it takes to deliver our mission.
- Statistics:
 - Volunteers and Habitat homeowners have built 51 homes, 5 of which are in Fillmore County. 153 children have grown up in them.
 - Repaired 141 homes, by replacing leaking roofs, building wheelchair ramps and other accessibility modifications, removing brush and debris, replacing siding and soffit, painting home exteriors, replacing windows and storm doors, and more.
 - Since its launch, the ReStore has diverted more than 3,000,000 pounds of reusable goods from the landfill.

Today, Habitat for Humanity Winona-Fillmore Counties operates at a new location, generously funded by the community during a recent capital campaign. Poised for growth, Habitat has strengthened its infrastructure and stands ready for the next 25 years of service. Offering both new home construction and exterior repair, our active and productive affiliate serves as a role model for the state of Minnesota.

Industry Trends

In Minnesota:

- There are 29 rural Habitat for Humanity offices that together served 267 families across the state in fiscal year 2018.
- 70% of rural offices BUILT a total of 53 homes in fiscal year 2018 with low-income families, a 29% increase over fiscal year 2017.
- 40% of rural offices REPAIRED a total of 104 homes in fiscal year 2018 with low-income families. Winona-Fillmore was the top producer with 43 repairs.
- Some Minnesota Habitat offices offer Age in Place repair programs that aim to keep older Minnesotans safely in their homes for longer.
- Since FY12, greater Minnesota Habitat offices have built more than 600 homes in Minnesota and repaired more than 1,100 homes with low-income families.

Across the Nation, Around the World

- Habitat offices across the country built 4,297 in fiscal year 2018 and repaired 8,111.
- More than 1.4 million volunteers helped build, advocate and raise awareness about the global need for shelter in fiscal year 2018.
- There is 12.2 million total square footage of Habitat ReStore space in the U.S. That's more than 280 acres of retail operations supporting Habitat locally in 899 locations.
- 27 U.S. policies were successfully changed or enacted thanks to Habitat's advocacy efforts at the state and local level. The policies impact more than 374,000 people and access or allocate more than \$340 million for adequate housing.
- Since 1976, Habitat has helped more than 22 million people build or improve the place they call home.