

Hartford Area  
Habitat for Humanity  
**Strategic Vision**  
**2021–2024**

**A world where  
everyone has  
a decent place  
to live.**

## Letter of Introduction

Hartford Area Habitat for Humanity is an affiliate of Habitat for Humanity International. Did you know that stable, affordable housing is a key determinant of health? And that the house and neighborhood where one grows up impacts even the longevity of one's life? Our vision is for a world where everyone has a decent place to live.

We are driven to maximize our impact towards this inspiring vision and so the board of directors and leadership of Hartford Area Habitat have been engaged in an intensive Strategic Vision process over the past several months. We are excited to share this with you – our supporters and our communities. From 2014–2021, guided by the inspired leadership of Chief Executive Officer Karraine Moody, we have built a strong organizational platform, with a talented and committed board and staff and are prepared to substantially grow our impact during the period, 2021–2024.

Two overarching directions, integrated in practice, will guide this next period of development for Hartford Area Habitat, **1.** expanding our footprint and **2.** deepening community engagement – sometimes referred to as neighborhood revitalization.

### **Expanding Our Footprint**

Over the next three years we plan to begin repairing and building homes also in seven towns within Tolland County, Connecticut and to open our second ReStore, in the western half of Tolland County. We will add new construction services and marketing staff to our team to support this expansion.

### **Deepening Community Engagement**

Habitat's decades of work illustrate that individuals and families thrive when they have a safe and stable home in a safe and stable community. We will further embrace our mission by intensifying our work with local residents and community partners, across all our geographies, in a spirit of collaboration and listening, to maximize resources and improve quality of life in entire neighborhoods. We will invest and bring new staff members on board to allow this critical work to flourish. The goal of community engagement is to improve communities in a way that makes a lasting impact on the quality of life of its residents.

We invite you to become as inspired by this vision of equitable wealth building through affordable homeownership as we are – and join us.

Board President  
Billie Augustin





It's not about giving bread to orphans. It's about building a bakery that can fit an orphanage and sell bread in the city.

**José Andrés**  
Founder, World Central Kitchen

# Build A Sustainable Organization. Build Community Impact. Build Societal Impact.

Scales of Impact



In order to achieve our vision we have three major strategic pillars of focus: **Expansion**, **Community Engagement** and **Wealth and Equity Building**. The overlapping space when they come together is a place where we build the most impact. These pillars are then supported by tactical channels: **Education**, **Events** and **Initiatives**.

# Our Commitment to the Vision

Hartford Area Habitat's strategic vision directly connects to Habitat for Humanity International's vision. Still, it is also simultaneously connected to a vision at the community and neighborhood level. To advance Hartford Area Habitat from the ground level, we will ask bold, essential questions, imagine new futures, and craft new ideas.



How might we improve the quality of life for as many as possible by not just building or improving homes but impacting and revitalizing families, neighborhoods, and communities?

# Deepen Community Engagement

**We will invest resources to engage with neighbors and local businesses before building in a spirit of listening and collaboration.**

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**We'll seek to build on the positive energy from construction projects by 'staying later' and engaging with community members about neighborhood issues.**

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**We are growing community focused initiatives such as the Financial Freedom Center and Brush with Kindness projects.**

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**We're focusing on supporting Habitat homeowners and volunteers as ambassadors and advocates to enhance community resources.**

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**Engaging earlier and staying later allows us to create diverse ways to accommodate interested volunteers.**

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Our vision is that Hartford Area Habitat is moving beyond being a home builder only. We are an equity builder and neighborhood revitalization partner. We have been on this journey for several years, but our destination has never been clearer. Our goal for 2024 is that the communities within which we work, and organizations with whom we partner, will see Habitat as a necessary partner in a community based, family centered, catalytic economic strategy. Together, we can fuse our volunteer constituencies that include homeowner applicants, counseled clients, board members, churches, companies, individuals, donors, to re-frame what's possible with a shared approach, talent, and resources, creating a community that families (not just Habitat's) desire to call home, developers seek to build, and community outcomes follow. Towards this vision:

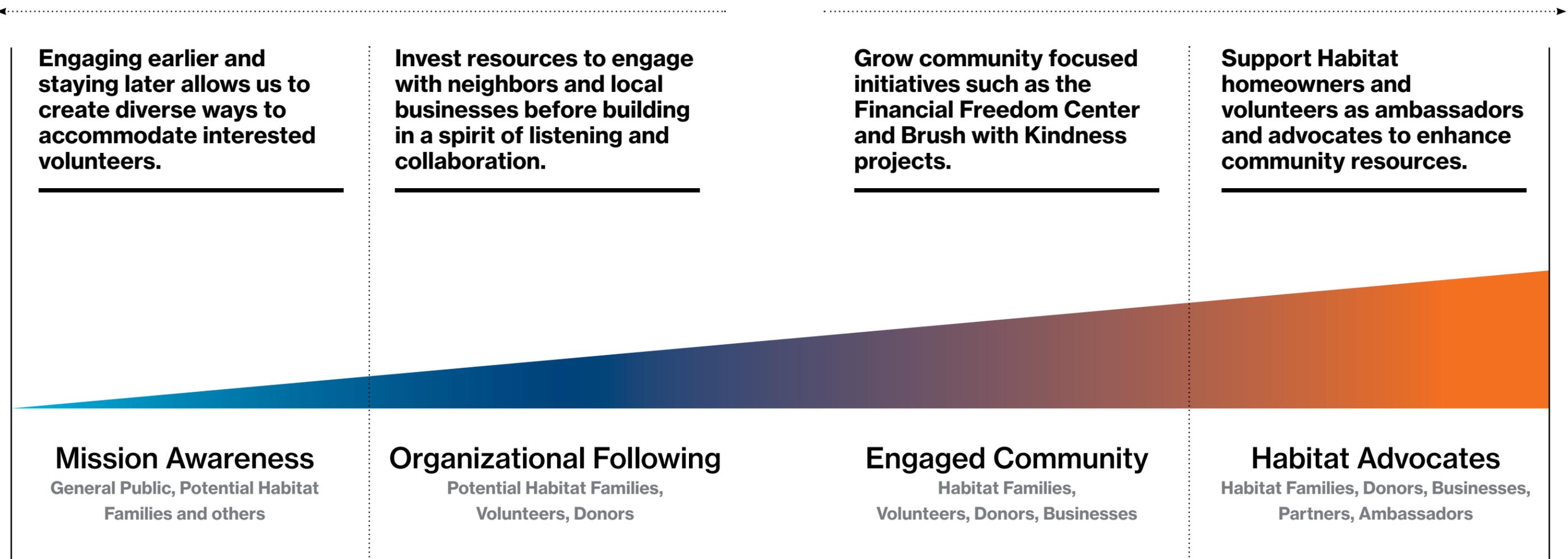
- We will be investing in staff focused on community engagement.
- We will be partnering earlier and leaving later, participating alongside local community stakeholders and when helpful, convening them toward addressing neighborhood level challenges.
- We will be broadening the scope of our Financial Freedom Center as a conduit for community wealth and asset building and volunteer connections – beyond serving Habitat homeowners alone.

# Scale of Engagement

Expand our reach further into how and where we engage with our audiences, putting more effort into awareness and building advocacy towards partners and members.

Opportunity for Growth ( Least Engaged )  
Build Awareness

Opportunity for Growth ( Most Engaged )  
Build Advocacy





One of the byproducts of believing in my neighborhood is that it's allowed me to feel safe and free and home.

**Theaster Gates**  
Social Practice Artist

# Expand Our Footprint

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**We intend to diversify the scale and types of fundraising events, leveraging specific local venues and construction sites and facilities.**

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**We will increase the volume and quality of our ReStore donations by consistently improving the donation experience.**

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**We are improving the infrastructure of the Bloomfield Restore to support expansion to new locations.**

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**We will link more intentionally to regional and statewide efforts to create a community-based movement for Hartford Area Habitat.**

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Hartford Area Habitat is expanding our footprint and our impact. Over the next three years we hope to support seven new towns within Tolland County. Working collaboratively and in a spirit of service, we will connect with local partners and stakeholders to strengthen affordable homeownership and neighborhood revitalization efforts in these towns. In parallel, we plan to open our 2<sup>nd</sup> ReStore in western Tolland County in late 2022.

“The ability to establish, grow, extend, and restore trust is the key professional and personal competency of our time.” Stephen Covey (Business and Personal Leadership Thinker). Following Mr. Covey’s insight our expansion approach will be to “build trust first”.

On the foundation of this trust, *housing as a product* improves household health and well-being, leading to increased time on the job and in school, contributing to family income and education, both essential to breaking the cycle of poverty. *Housing as a process* focuses on building community cohesion that in turn can lead to broader change, reducing vulnerability to the cycle of poverty.

In the second half of 2021 Hartford Area Habitat will announce a name change to reflect the broader geographical scope of our work. To resource the expansion of our footprint and the deepening of our community engagement we anticipate growing from a total staff of twenty-three as of June 2021 to a staff of thirty-three by June 2024.



The world changes according to the way people see it, and if you can alter, even by a millimeter, the way people look at reality, then you can change the world.

**James Baldwin**  
Writer, Activist

# Building Wealth & Equity

U.S. homeowners have an average net wealth that is 400% higher than that of renters with similar demographics and earnings, and home equity represents the largest proportion of wealth (34.5%) for U.S. households.<sup>1,2</sup>

- Homeowners are more likely to vote in local elections than renters in comparable neighborhoods, and this likelihood increases with the degree of neighborhood disadvantage in low-income urban areas.<sup>3,4</sup>
- Regardless of the length of time they have owned a home, homeowners are 1.3 times more likely to become involved in a neighborhood group and to join a civic association than renters.<sup>4</sup> The increased participation in neighborhood groups holds true in low-income neighborhoods as well.<sup>5</sup>
- Low- and moderate-income homeowners have more social capital resources, such as a larger social network within their community, than do renters at similar income levels.<sup>6</sup>
- Decreasing housing costs for cost-burdened households (those spending more than half of their household expenditures on housing) releases resources to spend on nutritious food and health care and limits overcrowding to minimize the spread of respiratory infectious diseases.<sup>7,8</sup>

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2. Eggleston, J., and Munk, R. Net Worth of Households: 2016. U.S. Census Bureau, 2019. Accessed Sept. 17, 2020. <https://www.census.gov/content/dam/Census/library/publications/2019/demo/p70br-166.pdf>.

3. Manturuk, K.; Lindblad, M.; and Quercia, R.G. "Homeownership and Local Voting in Disadvantaged Urban Neighborhoods." *Cityscape*, 2009;11(3):213-230.

4. McCabe, B.J. "Are Homeowners Better Citizens? Homeownership and Community Participation in the United States." *Social Forces*, 2013;91(3):929-954. doi:10.1093/sf/sos185.

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6. Grinstein-Weiss, M.; Yeo, Y.H.; Manturuk, K.R.; et al. "Social Capital and Homeownership in Low- to Moderate-Income Neighborhoods." *Social Work Research*, 2013;37(1):37-53. doi:10.1093/swr/svs035.

7. Lipman, B.J. "Something's Gotta Give: Working Families and the Cost of Housing." Center for Housing Policy, 2005;5(2). <https://www.issuelab.org/resources/671/671.pdf>.

8. Shannon, H.; Allen, C.; Davila, D.; et al. "Web Annex A. Report on the Systematic Review on the Effect of Household Crowding on Health." In: WHO Housing and Health Guidelines. World Health Organization; 2018. <https://apps.who.int/iris/bitstream/handle/10665/275838/WHO-CED-PHE-18.02-eng.pdf?ua=1>.

## Performance Metrics

**We deeply believe that our aspirations for improving the lives of families and communities through affordable homeownership must find expression in clear outcome priorities, performance measures and targets. The metrics shared in this report represent our core goals for 2021-2024 – geographic expansion and intensified community engagement.**

# Performance Metrics

## OUTCOME PRIORITIES

## PERFORMANCE MEASURES

## TARGETS

### Strategic Theme 1: Build Community Impact

**Year 1:**  
July 1, 2021 –  
June 30, 2022

**Year 2:**  
July 1, 2022 –  
June 30, 2023

**Year 3:**  
July 1, 2023 –  
June 30, 2024

**3 Year  
Targets**

<b>01</b>	Increased and sustained affordable homeownership in prioritized neighborhoods, in alignment with the HFHI Housing Program Guiding Principles.					
	# Homes Completed (new, rehab, recycle)	8	8	10	26	
	# Critical Home Repair	8	10	10	28	
	# A Brush with Kindness	14	15	20	49	
<b>02</b>	Increased financial literacy of Habitat families and others from prioritized neighborhoods.	# Individuals Completing 1+ elective FFC	15	20	20	55
<b>03</b>	Increase number of families served.	Total Families Served	45	53	60	158
<b>04</b>	Habitat families believe that Habitat has improved their quality of life.	% Surveyed Households reporting Habitat has improved their quality of life. Next survey in 2023.		100%		100%

### Strategic Theme 2: Build Sector Impact

<b>01</b>	All Habitat stakeholders are meaningfully engaged in support of Habitat's programs and activities.	The execution of the existing <b>Marketing &amp; Communications Plan</b> and <b>Volunteer Engagement Plan</b> , each of which includes approaches, measures, and targets tailored to specific stakeholder groups.	Quarterly accountability in board meetings	Quarterly accountability in board meetings	Quarterly accountability in board meetings	
<b>02</b>	Green building and Sustainability.	Continue to build upon sustainability build model within construction/ homeownership programs.	80% Energy star rated homes, repairs, rehabs	80% Energy star rated homes, repairs, rehabs	80% Energy star rated homes, repairs, rehabs	80% Energy star rated homes, repairs, rehabs
		Reduce carbon footprint across HAH as an organization	Establish paper use and recycling baseline	20% reduction of paper, 20% increase in recycling from Year 1	20% reduction of paper, 20% increase in recycling from Year 2	36% reduction in paper and 36% increase in recycling from 2022
<b>03</b>	Increase financial literacy towards homeownership in Habitat communities beyond our own homeowners.	Partner with other community based organizations to support affordable housing.	Service % increase year over year	Service % increase year over year	Service % increase year over year	

# Performance Metrics (continued)

OUTCOME PRIORITIES		PERFORMANCE MEASURES	TARGETS			
Strategic Theme 3: Build Societal Impact			Year 1: July 1, 2021 – June 30, 2022	Year 2: July 1, 2022 – June 30, 2023	Year 3: July 1, 2023 – June 30, 2024	3 Year Targets
01	Habitat homeowners are engaged in the civic life of their communities.	% Habitat households with 1+ active Habitat Ambassador. Ambassadors attend non-Habitat events and serve as a voice for civic engagement.	YOY % Increase	YOY % Increase	YOY % Increase	
02	Habitat serves as a leading voice in growing awareness of housing as a critical foundation for breaking the cycle of poverty.	# Relevant housing coalitions, campaigns, and conversations (as determined by the Staff and Board) with Habitat representation.	YOY % Increase	YOY % Increase	YOY % Increase	
		Mobilize volunteers as hearts, hands and voices for the cause of adequate, affordable housing	Learning Journey to MA Affordable Housing Alliance and establish plan.	First session of Habitat homebuyers with CT legislators	Year over year increase	

