

# HABITAT FOR HUMANITY CHOPTANK STRATEGIC PLAN FY21-24



Dear Friends,

With the current economic conditions, including increases in land, material and labor costs; the continued and growing need for affordable housing where 1 out of 6 families is spending more than 50% of their income on housing; combined with the challenge of volunteer recruitment and fundraising to fulfill our mission of building and repairing homes, communities and hope, we find ourselves in challenging times.

In the following pages, you will be introduced to a summary of our Strategic Plan which includes our Vision, Values, Mission Statement, Goals and Strategies for the next three years (FY20-FY22). This Strategic Plan was generated from a Board Planning Seminar with Program Committee and Staff input and is the road map necessary to successfully navigate the challenges associated with further developing, expanding and positioning Neighborhood Revitalization as the key driver of our service delivery system.

We thank you for your continued involvement and support of Habitat for Humanity Choptank through your time, talent and treasure and we welcome you to be “part of the solution”.

Respectfully,

George Fox  
President of the Board FY20

Paul Brant  
President of the Board FY21

JoAnn Hansen  
Executive Director





## VISION

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**We envision** a world where everyone has a decent affordable place to live beginning with the eradication of poverty housing in blighted neighborhoods in Dorchester & Talbot Counties.

**We foresee** building, strengthening and supporting relationships within the community that lead to vision, empowerment, and sustainable change.

**We anticipate** working with residents and other significant stakeholders in the community to develop a common plan of recovery and vision for the future; forging both formal and informal partnerships and alliances at the local level; joining or forming community coalitions; rallying active neighborhood support; and, advocating for public policies that demonstrate fair and equitable housing initiatives.

**We imagine** the quality of life improving for residents at all levels within the community and participating in efforts to promote, safety, connectivity, and a culture of respect.

**We are committed** to working in partnership with other public and private institutions with a focus on diversity, equity, and inclusion so that we remember the past while creating a new future.

# VALUES

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**Demonstrate** the love of Jesus Christ through word and action;

**Deliver** high quality services and demonstrate respect at all levels of partnership;

**Empower** clients through education, support services and access to resources;

**Ensure** that the principles of sweat equity, repayment, and education leading to financial independence are incorporated into all aspects of service delivery;

**Promote** dignity and hope through strategies that lead to decent and affordable housing;

**Support** sustainable and transformational community development through partnerships with other public and private organizations.



# MISSION

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To work in partnership with God and all people to **build, rehab and repair homes, improve the quality of life in communities** and demonstrate the love of Jesus to **restore hope** in the lives of those we serve.





## EXECUTIVE SUMMARY

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Habitat for Humanity Choptank knows that building one decent home in a blighted neighborhood, while a good start, is not the only help a community needs. Thus, our focus over the past 5 years has evolved into establishing a Neighborhood Revitalization (NR) program based upon Habitat for Humanity International's Quality of Life Framework; learnings from Habitat affiliates across the country and community development experts on creating change that leads to an improved quality of life.

Neighborhood Revitalization combines building new homes, rehabbing homes and selling them for home ownership; repairing and weatherizing existing homes with the need to build a sense of community; social cohesion, and collective action in order to create strong, stable, and sustainable communities.

As needs continue to grow for affordable housing in our service area, particularly with the cost of land and building materials increasing, and statistics confirming that 1 out of 6 individuals and families are spending more than 50% of their income on housing, we are compelled to act. Based on our belief that Neighborhood Revitalization is absolutely necessary to help revitalize communities while simultaneously helping families to build wealth for generations to come, Habitat Choptank's overarching Goal and the basis of this Strategic Plan for ***the next 3-4 years is to help families acquire or establish safe homes in the Hill district neighborhood of Easton and the Pine Street neighborhood of Cambridge. We will also work to identify opportunities within the footprint of our service area where unmet needs exist or new needs emerge, maintaining the ability to remain nimble and flexible so that we can more easily adapt to the environment within which we are working.***

Other goals listed hereafter and described in detail later in this document are needed to support our main goal include:

## HOUSING SOLUTIONS

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**Goal 1:** Apply the principles of Neighborhood Revitalization to targeted areas of Easton (Talbot County) and continue efforts in Cambridge (Dorchester County) over the next 3-4 years.

**GOAL 2:** Develop strategies for building and repairing houses to address community needs while seeking to maintain budget neutrality and maintain a high quality of workmanship.

**Goal 3:** Identify additional strategies and funding mechanisms to serve the working poor and those that are currently living in poverty housing.

## VOLUNTEER RECRUITMENT & STEWARDSHIP

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**GOAL 1:** Expand our volunteer labor force in light of Neighborhood Revitalization efforts and ReStore expansion.

**GOAL 2:** Modify volunteer recruitment strategies, committee structure and construction crews in light of NR approach.

## COMMUNITY EDUCATION & OUTREACH

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**GOAL 1:** Strengthen relationships with municipal staff, housing boards, commissioners and council members at the City and County level, and other economic development entities.

**GOAL 2:** Strengthen relationships with the faith based community and non-profit community partners.

**GOAL 3:** Create a marketing strategy/public awareness campaign capitalizing on HFHI's 'Cost of Home' campaign, continued misconceptions in the community and aimed at helping the general public understand Neighborhood Revitalization and HFHC's case for support while also promoting the ReStore.

## HOMEBUYER/HOMEOWNER ENGAGEMENT

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**GOAL 1:** Create a unified education and training program for homebuyers and homeowners.

**GOAL 2:** Reexamine homebuyer selection policies that may prevent us from working with those in poverty and those who are most vulnerable (i.e. legal status, history of incarceration, etc.)

**GOAL 3:** Reexamine policies for building and tracking sweat equity hour for homebuyers and homeowners ensuring that we are allowing for nontraditional approaches and that there are partnerships in the community to receive volunteers and mechanisms established for easily tracking.

## RESOURCE DEVELOPMENT

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**GOAL 1:** Increase private philanthropic giving to Habitat Choptank from the private sector which includes individual donors and the business community by 5% over the next 3 years.

**GOAL 2:** Seek a more diversified portfolio of revenue streams outside of private philanthropic giving to support the future growth of the organization.

## INFRASTRUCTURE

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**GOAL 1:** Establish a firm foundation from which the organization can operate efficiently and effectively allowing Habitat Choptank to respond to community needs from a position of strength and flexibility.



*“Neighborhood Revitalization is a holistic approach that expands Habitat’s traditional partnership with new homeowners and volunteers to include neighbors and local organizations for greater impact in the communities served. Habitat is not the architect of revitalization. Instead, we tailor our work to support the aspirations and dreams of residents who take on leadership roles in their community’s renewal. By ceding the leadership role to residents, Habitat ensures that the work will continue after we move to another*

*neighborhood. While home construction continues to play a vital role, a bigger toolbox that includes repairs, building a sense of community, partnering in advocacy, and taking a larger perspective of the housing sector allows Habitat to serve more families.”* (Habitat for Humanity International 2020)

## HOUSING SOLUTIONS

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**Goal 1:** Apply the principles of Neighborhood Revitalization to targeted areas of Easton (Talbot County) and continue efforts in Cambridge (Dorchester County) over the next 3 years.

**Strategy 1:** Utilize Habitat for Humanity International’s *Quality of Life* framework in continued NR efforts while documenting best practices and lessons learned for creating and building an NR program in targeted areas of focus. (NR Staff/NR Comm)

**Strategy 2:** With assistance and support from local community organizations and government officials, create in partnership with area residents, a resident driven vision and engagement plan for areas in which NR is operating. (NR Staff/NR Comm)

**Strategy 4:** Develop annual goals (see below) for the number of houses, repairs and weatherizations projected each year and in each area of operation, as well as community development and outreach activities. (Construction/NR Mgr)

ANNUAL GOALS	2021	2022	2023	2024
New Builds (SAFE Home)	8	9	11	13
Homeowner Repairs	30	38	48	54
Weatherization	15	15	15	15
USDA Mortgages	5	8	10	12
Habitat Mortgages	3	1	1	1



**Strategy 5:** Ensure that the HFHC property inventory list is reflective of the goal to focus on infill neighborhoods in Cambridge and Easton and determine opportunities for sales of existing or future donated properties that may not be in line with our focus on NR as a means to reinvest back into the mission. (ED/Site Selection Comm)

**GOAL 2: Develop strategies for building and repairing houses faster while seeking to maintain budget neutrality and maintain a high quality of workmanship.**

**Strategy 1:** Investigate the use of panelized walls and modular housing, assessing for effectiveness and efficiency. (Construction Staff/Building Comm)

**Strategy 2:** Identify strategies for expanding Repair work in targeted areas (i.e. contractors, etc.). (NR Mgr/Construction Supervisor)

**Strategy 3:** Implement the HFHI ProCore software to maximize communication with job sites and increase efficiency in our building efforts. (Construction Staff)

**Goal 3: Identify additional strategies and funding mechanisms to serve the working poor and those that are currently living in poverty housing.**

**Strategy 1:** Create an Ad Hoc Board Subcommittee to work on this issue.

**Strategy 2:** Bring in guest speakers to educate the board on poverty issues in Dorchester and Talbot Counties.

**Strategy 3:** Create partnerships with other organizations serving those in poverty and who provide housing services on the continuum of care (homelessness, transitional/group, rental, rent to own, home ownership.)





## VOLUNTEER RECRUITMENT & STEWARDSHIP

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**GOAL 1: Expand our volunteer labor force in light of Neighborhood Revitalization efforts and ReStore expansion.**

**Strategy 1:** Develop new strategies for volunteer recruitment in the following areas:

- the local area business community;
- youth populations (age 16 and up); and
- adult populations in need of work experience and training. (Staff and TBD Comm)

**GOAL 2: Modify volunteer recruitment strategies, committee structure and construction crews in light of NR approach.**

**Strategy 1:** Realign how volunteers are currently trained and placed to maximize talent and interest levels across the organization in light of Neighborhood Revitalization efforts and our expanded ReStore. (ED/CD/NR Mgr/Vol Coord)

**Strategy 2:** Assess the level of satisfaction and evaluate recruitment, training and stewardship activities across the organization and the ReStore. (Vol Coord/Comm Coord)

# COMMUNITY EDUCATION & OUTREACH

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**GOAL 1: Strengthen relationships with municipal staff, housing boards, commissioners and council members at the City and County level, and other economic development entities.**

**Strategy 1:** Provide training and resources to board, staff, and resident leaders to maintain the level of knowledge necessary to serve as the “go-to” housing and Neighborhood Revitalization resource for public officials. (ED/Gov Comm)

**Strategy 2:** Identify staff/volunteers to attend key city, county and economic development meetings and report back to the appropriate committee or person. (ED/Govt Relations)

**Strategy 3:** Become a certified and active HUD recognized Housing Counseling Agency. (Client Services Mgr/Family Services Coord)

**GOAL 2: Strengthen relationships with the faith based community and non-profit community partners.**

**Strategy 1:** Sponsor annual opportunities within the faith-based community to bring people together from all walks of faith (i.e. church visits/presentations, prayer walk, clergy build, praise concert) to build homes, communities and hope while recruiting homebuyers/homeowners and volunteers. (Vol Coord/Comm Coord/Faith Relations Comm)

**GOAL 3: Create a marketing strategy/public awareness campaign capitalizing on HFHI’s ‘Cost of Home’ campaign, continued misconceptions in the community and aimed at helping the general public understand Neighborhood Revitalization and HFHC’s case for support while also promoting the ReStore.**

**Strategy 1:** Conduct various levels of research using focus groups and surveys to gather data from donors, funders, volunteers, ReStore customers, and community partners to inform the campaign messages. (Dev Mgr/Comm Coord)

**Strategy 2:** Develop key messages for a campaign designed to raise awareness and resources and identify the instruments needed to communicate the messages. (ED/Dev Mgr/Comm Coord)

**Strategy 3:** Determine the role that homebuyers, homeowners and our ReStore can play in sharing the message. (Client Services Mgr/Comm Coord/Partnership)

**Strategy 4:** Revise all print and electronic communications for Affiliate Office and ReStore to communicate key messages. (Dev Mgr/Comm Coord)



# HOMEBUYER/HOMEOWNER ENGAGEMENT

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**GOAL 1: Create a unified education and training program for homebuyers and homeowners.**

**Strategy 1:** Create a monthly educational curriculum. (NR Staff/Client Services Mgr/Partnership Comm/NR Comm)

**Strategy 2:** Create a training program focused on civic engagement and having a voice in your neighborhood. (NR Staff/Client Services Mgr/Partnership Comm/NR Comm)

**Strategy 3:** Create a Tool Lending Library for community use. (NR Staff)

**Strategy 4:** Become a HUD certified Housing Counseling Agency.

**GOAL 2: Reexamine homebuyer selection policies that may prevent us from working with those in poverty and those who are most vulnerable (i.e. legal status, history of incarceration, etc.)**  
(NR Staff/Client Services Mgr/Partnership Comm/NR Comm)

**GOAL 3: Reexamine policies for building and tracking sweat equity hour for homebuyers and homeowners ensuring that we are allowing for nontraditional approaches and that there are partnerships in the community to receive volunteers and mechanisms established for easily tracking.**  
(NR Staff/Client Services Mgr/Partnership Comm/NR Comm)





## RESOURCE DEVELOPMENT

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**GOAL 1: Increase private philanthropic giving to Habitat Choptank from the private sector which includes individual donors and the business community by 5% over the next 3 years.**

**Strategy 1:** Create a plan for increasing philanthropic support as well as the case for support that is in line with the organization's focus on NR and one that creates "audacious goals" for donors to get excited about. (ED/Dev Mgr/Philanthropy Comm)

**Strategy 2:** Create giving levels that are tied to unique program opportunities for major donors (i.e. Helping Hands Revolving Loan Fund). (ED/Dev Mgr/Philanthropy Comm)

**Strategy 3:** Create an annual strategy for ongoing planned giving outreach and cultivation. (Dev Mgr/Philanthropy Comm)

**GOAL 2: Seek a more diversified portfolio of revenue streams outside of private philanthropic giving to support the future growth of the organization.**

**Strategy 1:** Seek out capacity building funds to support the staff costs necessary to successfully roll out NR in other neighborhoods; (ED, FM)

**Strategy 2:** Diversify our portfolio of non-governmental revenue streams to minimize volatility in the marketplace (i.e. FHL Bank, PNC Bank Mortgage Sales); (FM/Finance Comm)

**Strategy 3:** Develop sponsorship opportunities for houses (business community, in memory/in honor of, designers, etc); (Dev Mgr/Comm Coord, Philanthropy Comm)

**Strategy 4:** Achieve a \$45/square foot sales goal for new increased square footage of the ReStore. (ReStore Mgr/ReStore Comm)



# INFRASTRUCTURE

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**GOAL:** Establish a firm foundation from which the organization can operate efficiently and effectively allowing Habitat Choptank to respond to community needs from a position of strength and flexibility.

**STRATEGY 1:** Reassess board policy on diversity, equity and inclusion and committee structure and commission statements in light of new Strategic Plan. (Gov Comm)

**STRATEGY 2:** Reassess program committee and staff diversity, equity and inclusion policy and structure in light of Strategic Plan. (ED/Exec Comm)

**STRATEGY 3:** Commission an Economic Impact Study to understand poverty housing, housing needs, the impact that Habitat Choptank is having on the communities in which we operate and to support our case for support moving forward. (ED, FM and Finance Comm)

**STRATEGY 4:** Establish a new dashboard and metrics for operations management moving forward. (Finance Mgr/Finance Comm)

**STRATEGY 5:** Implement new business management software and hardware solutions taking into account development, marketing, and volunteer affiliate operations as well as ReStore donation pick up and management. (All Staff)

**STRATEGY 6:** Develop policies and procedures for construction and bidding to ensure that house budgets for new builds and repairs are staying on target with projections. (Finance Mgr/Finance Comm)

**STRATEGY 7:** Create a board policy manual for all HFHI required policies. (ED)

**STRATEGY 8:** Ensure cross training between homebuyer and homeowner services ensuring that we have at least 2 QLOs on staff and staff who can process homebuyer and homeowner loans. (ED)

# Historic Milestones

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As we move forward, we remember where we've been and those who have helped us to come so far.

## **February 1992**

Talbot Housing Steering Committee Formed

## **April 17, 1993**

Home #1 Sold on Lee Street in St. Michaels

## **March 16, 2001**

Anne Shakespeare Education Fund for Homeowners

## **September 29, 2006**

Dorchester & Talbot Habitat Partnership Formed

## **February 2, 2007**

Home #41 Sold - First Home in Dorchester County

## **May 6, 2009**

"Greenbreaking" 1st Home - Using Sustainable, Energy Efficient Building Practices, Edgewood Ave in Cambridge

## **November 5, 2010**

Habitat Choptank ReStore Opens

## **September 25, 2014**

First Mortgage Burning Celebration

## **September 19, 2015**

Home # 67 First USDA Mortgage in Talbot County

## **January 16, 2016**

Launch of Neighborhood Revitalization Program in Cambridge

## **July 20, 1992**

Habitat Incorporated in Talbot County

## **April 24, 1998**

Home #15 Completed By Women Build in Easton

## **June 21, 2006**

Home #39 Apostles Build Completed in Easton; 23 Talbot churches

## **November 22, 2006**

Home #40 Sold - First Rehab Home in Talbot County

## **August 17, 2007**

Groundbreaking Milestone on Clay: 10 Multi-Family Homes w/Elm Street Development in Easton

## **July 29, 2009**

Merger of Dorchester & Talbot Habitats - Name Change to Habitat Choptank

## **June 29, 2011**

Home # 52 Sold - St. Michaels Faith Build; 3 Churches

## **December 6, 2014**

Home #64 Sold - Dorchester County Ecumenical Build Home; 20 Churches

## **May 16, 2015**

Grand Re-Opening Move & Expansion of ReStore to Commerce Drive in Easton

## **April 30, 2016**

Groundbreaking First Home in Hurlock

**March 30, 2017**

Home # 72 Sold - Second Women Build House  
in Easton

**September 8, 2018**

Groundbreaking for Brooks Lane 7 Home  
Neighborhood in St. Michaels

**July 11, 2019**

First Helping Hands Revolving Loan Fund  
Roof Repair in Cambridge

**January 4, 2020**

ReStore expansion at existing Commerce Drive  
in Easton

**July 28, 2017**

Home #73 Sold – First Home in Hurlock

**February 27, 2019**

First Funding for Helping Hands Revolving Loan  
Fund – The Todd Fund

**December 2, 2019**

Affiliate Offices relocated to 29349 West Maple  
Ave in Trappe

**January 15, 2020**

Home #74 Sold – First Home on Brooks Lane





## Board of Directors (as of 7/1/20)

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Mary Ellen Bauer	Fred Haller
Charlie Bohn	Adrian Holmes
Paul Brant	Jeff Joseph
Jodi Cavanaugh Jews	Kate Mansfield
Roy Cowdrey	Duane Marshall
George Dappert	Kevin Moran
Rev. Dan Dunlap	Phyllis Rambo
Jennifer Grier	

## Officers of the Board (as of 7/1/20)

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Paul Brant, President  
Jeff Joseph, Vice President  
George Dappert, Treasurer  
Jennifer Grier, Secretary

## Board Committee Chairs (as of 10/20/20)

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George Dappert, Finance  
Charlie Bohn, Governance  
Mary Ellen Bauer, Neighborhood Revitalization  
Kate Mansfield, Philanthropy

## Program Committee Chairs (as of 10/20/20)

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Fred Haller, Building & Safety  
Dan Dunlap, Faith Relations  
Ann Crocker, Homebuyer Selection  
Jennifer Swan, Mortgage Servicing  
Cindy Lilley & Jill Jasuta, Partnership  
Bill Stagg, Site Selection

## Habitat Choptank Staff (Full time as of 7/1/20)

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Scott Baynard, Construction Supervisor  
Brett Coonradt, ReStore Warehouse/Inventory Manager  
Tara Felts, Family Services Coordinator  
Rhodana Fields, Neighborhood Revitalization Manager  
Lisa Hamilton, Communications Coordinator  
JoAnn Hansen, Executive Director  
Pat Ingram, Client Services Manager  
Dan Kurth, Construction & Repair Supervisor

Kelly McKinney, ReStore Sales Floor Manager  
Max Pedemonte, ReStore Manager  
Jenny Schmidt, Development & Communications Manager  
Nora Skiver, Volunteer Coordinator  
Wayne Suggs, Construction Director  
Jim Thomas, Construction Supervisor  
Tracy Tracy, Finance & Office Manager



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