**Habitat of Catawba Valley SWOTA June 27, 2022; with additions from non-attendees July 1, 2022**

**Strengths**

* Staff is knowledgeable
* Organization is stable
* Strong brand
* Ability to \_\_\_ mission-focused
* We improve our community through our services
* Strong current financial position
* High-quality product
* Strong relationships/partnerships in community
* Family services support is strong compared to other affiliates
* Awareness of community needs and willingness to respond
* Shared resources within parent organization
* Homes are energy efficient, minimizing maintenance and upkeep
* Provide strong education in maintenance, money management, etc.
* Ability to pivot/adapt/explore options
* Respect in the community/affordable housing experts
* Deeply rooted in good people
* Committed volunteers
* Successful ReStore/Excellent staff, volunteers3 and donors
* Age diversity of staff
* Support from various for us
* Collaborate well with other groups
* We focus on long-term affordability of home ownership (end product)
* Collaborative team culture
* Faith-based ministry
* Creative ways to hold mortgages to positively assist with cash flow
* Productive and efficient ReStore ($970,000 in revenue)
* Mitzi Gellman: her knowledge – business, organizational and management skills; ability to explore options; community respect and esteem; commitment; collaboration skills
* Homeownership vetting: education, support and communication
* Successful homeowner and paid off mortgages
* Building of HFH communities
* Innovative leadership – Mitzi’s vision for the affiliate

**Weaknesses**

* Inability to accurately forecast income/revenue
* Inability to scale operations – flexibility (in many areas – volunteers, projects, etc.)
* Communication inefficiencies (internal)
* Community’s knowledge gap about our work – especially repairs
* Capacity to deliver services – resource constraints
* Inefficiencies of volunteer management model/homeowners/repairs
* Slowness of projects start to finish
* Lack of trained/available workforce (contractors)
* Gov’t relationships/WPCOG
* External perception of too much money
* Lack of consistent leadership development
* Lack of diversity of staff (non age-related)
* Inability to project realistic project-end dates
* Disconnect between administrative offices and ReStore staff/volunteers; lack of direct communication between the parties
* Board member involvement in ReStore recommendations for improvement had little translation or positive, two-way communication
* Homeowner selection process is time-consuming
* Unclear org chart in midst of changing environment
* Communication within the community; too many people don’t know about Habitat/what Habitat is doing
* Media support
* Working knowledge of Repairs!
* Working knowledge of Habitat
* Occasional insufficient betting of possible homeowners
* Too many appeals

**Opportunities**

* Take advantage of new office space
* Serve more clients
* Big bang for our buck with new staff
* Build community/neighborhoods
* Leverage new grant (or Scott Grant) to expand support
* More revenue from ReStore
* More people know about HFH (repairs/ReStore)
* Land Trust (acquiring block of land)
* Housing advocacy (local, state, federal)
* Planning giving opportunities
* Staff development/continuing education
* Increase repair program
* Momentum around affordable housing in community conversations
* Expand solar/new tech through grants
* Housing coalitions forming in community
* Connect with new businesses, orgs, volunteers
* Restructure staff and roles
* Board/recruitment and engagement
* Need, lots of need (increased opportunity to do more)
* Evidence-based exploration of needs
* Measure consistent items to track success
* New creative shelter solutions (i.e. small houses, etc.)
* Annual/bi-annual All Staff meetings to include every staff member and volunteers where appropriate
* Dissemination of larger-scale announcements (ex: new employees, new positions, change in current position/responsibilities
* Board recommendations for ReStore donors
* New safe and roomier office space
* Increased revenue from ReStore
* Better media communication
* Increasing Repairs! opportunities
* More visibility
* Expand outreach to local corporations and businesses to seek support through volunteering, sponsoring and donating

**Threats**

* Inflation – cost of materials
* Potential loss of institutional knowledge when employ (exits)
* Too much demand on services (rejection of services might negatively influence community perception)
* Economic factors affecting funding/donations
* Perceived lack of funding due to grant
* Community loss of corporate support
* Pressure on homeowner affordability
* Housing market pressure
* Less availability of trades
* Neighborhood desirability changes
* HFHI – tithe, policies may impact plans
* Aging out of volunteer pool
* Supply chain constraints delay housing timelines/closings
* Financial/institutional investors forcing 1st time home buyers out
* Interest rate increase
* Prices forcing out rental
* Economy is stressing the environment
* Lack of government funding
* COVID and how it affects every work group differently
* Shortage of ReStore volunteers
* Recession affecting donations and corporate support
* Interest rate volatility

**Achievements**

* Good community appeal
* Successful repairs program (30 a year – families saved)
* Build 6-8 houses a year/total 179 families served
* Building in different locations
* Receipt of Scott donation
* New office/capacity building
* ReStore record sales $963,000 to-date; $970,000 total FY22
* Tenured staff/addition of high-quality staff
* Land secured for Ridgeview/Cottages
* Energy efficient housing: but we’ve cut back
* Innovative approaches – e.g. market rate houses
* Successful homeowners/paid off mortgages
* Good neighborhoods
* Good reputation
* Created generational ownership – stability
* Good working relationship with local government – COG
* Housing innovating awards
* Mixed income – 1st in county
* NCHFA award
* Rallying strong community partnerships
* Success and stability of HITK annual program
* Spirit of King award

**Planning Priorities:**

1. Connect with the team to clarify priority points.
2. Focus on targeted impact reporting and messaging [to increase ongoing visibility, support, and performance]
3. Increase effectiveness/efficiency across the board.
4. Develop leadership (Ie: current recruitment and consistent onboarding processes)
5. Continue to explore: “How do we serve more clients?”
6. Continue to consider: “How do we better engage the community?”
7. Explore creative new shelter solutions. [“We don’t know what we don’t know” reality!]
8. View all growth and opportunities through a “community-based lens.”