

THE HABITAT FOR HUMANITY OF CITRUS COUNTY'S

2025-2029 Strategic Plan

A MESSAGE FROM CITRUS COUNTY INCOMING CEO, JUSTIN LEECH

Dear Citrus County,

It is with great pride and privilege that I present to you the Habitat for Humanity of Citrus County's 2025-2029 Strategic Plan. This five-year operational plan is the result of considerable time and effort, and it will guide our organization in serving more families and building stronger communities.

Through the strategic planning process, we carefully examined our strengths, areas for improvement, and available resources to identify opportunities for growth. This process has allowed our leadership to build upon our current successes and develop innovative new ways to serve our community.

I extend my sincere thanks to everyone who contributed to this effort. Without your valuable input, the 2025-2029 Strategic Plan would not be as thoughtful, innovative, and comprehensive as it is.

Let's Build!



Fulfilling Dreams Through Building Hope, Wellness & Community

VISION:

MISSION:

VALUES:

Fulfilling dreams through building hope, wellness, and community is at the core of our mission. Through our work, we aim to not only provide homes but also create a sense of belonging and empowerment for all.

As advocates and through leaders in affordable housing, rehabilitation, and support services, we are committed to making a difference in our communities.

- Passion
- Faith
- Transparency
- Integrity
- Commitment
- Community
- Dignity
- Dedication
- Excellence

strengths

- + Knowledgeable Professionals
- + Passion for our mission
- + Leadership in the space we operate in
- + Solid Financial position
- + Mortgage lending competence
- + Operate retail est.
- + Great Board
- + Reputation
- + Community Partnerships/Relations
- + Strengthening Community
- + Funding
- + Land Acquisition
- + Geographic Expansion
- + Retail Growth
- + Government Relations

opportunities

weaknesses

- Funding
- Market reachable (Appl. Flow)
- Community acceptance
- Too few partnerships
- Volunteer shortage
- Staffing
- Connections with homeowners

- Habitat Intnl. Operations Model
- Climate Change
- Labor Shortage/Volunteers and Skilled Labor
- Loss of Funding Gov/Programs/Bank
- Retail Collapse
- Construction Cost
- Community Resistance
- Regulatory Environment

threats

OPERATING BUDGET ESTIMATE

HABITAT FOR HUMANITY OF CITRUS COUNTY, INC.

FY JULY 1, 2024 - JUNE 30, 2025

<u>REVENUE</u>			
ReStore Gross Revenue	\$ 2,000,000		
DEO Grant- Citrus Springs Development	\$ 1,000,314		
Mortgage Principal Repayments	\$ 573,828		
CCTCP (Community Contribution Tax Credit Program)	\$ 460,000		
AHP (Federal Home Loan Bank of Atlanta)	\$ 250,000		
HOP (Homeownership Pool Program)	\$ 975,000		
SHIP (State Housing Initiative Partnership)	\$ 600,000		
GIK (Gift In Kind)	\$ 30,000		
Sale of Homes - Third Party Financing	\$ 1,500,000		
Re-Claimed Home Sales	\$ 0		
Grant Income (various)	\$ 40,000		
Contributions (non-grant)& Other income	\$ 146,293		
Credit Application fees	\$ 3,090		
Fundraising Committee	\$ 40,000		
Reserves	\$		
Total Income		\$ 7,618,525	



Innovative Smart Design: 1–2-bedroom units will better suit smaller family sizes and seniors with decreased costs and maintenance. Rear carports and outdoor storage will increase curb appeal and outdoor greenspace. The addition of shade trees, sidewalks, benches, and gardening areas will promote a healthy living lifestyle. Ideal size for community 30-50 units with HOA/property management.

Risk:

- **High Development Costs:** Rising land and civil development costs will be a challenge. Incorporating smart home technology and sustainable features can significantly increase construction costs.
- Potential for Cost Overruns: Unexpected delays, material shortages, or unforeseen construction challenges can lead to budget overruns.
- Financing Challenges: Securing financing for innovative projects can be more difficult and expensive than traditional developments.

Risk Mitigation Strategies:

- Thorough Planning & Realistic Budget
- Contingency Planning: Include contingency buffers in the budget to account for unforeseen issues, risks, and changes. Regularly review and adjust these buffers as the project progresses.
- Explore Funding Options: Research various funding sources, including traditional bank loans, crowdfunding, and government grants.

Advantages:

Enhanced Convenience and Comfort:

- **Energy Efficiency:** Reduce energy consumption and utility bills.
- Increased Connectivity and Community:
 - Shared Amenities: Access to shared amenities like community gardens, co-working spaces, and fitness centers fosters a stronger sense of community.
- Increased Property Value:
 - Smart home features and sustainable design elements can significantly increase the property value.

MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
Complete the plans for the 1–2-bedroom duplex. Identify property that would be suited for 30-50 units. Could be provided by the County/City. (provide preliminary drawing of the project).	Dec 31, 2025	Review plans and properties of interest. Make decisions on the properties presented.
Purchase property and begin permitting	Dec 31, 2026	Property contracted.
Begin Land Development.	Dec 31, 2027	Permits in-hand & Contractor hired.
Begin housing unit construction (1-1.5-year build time)	Dec 31, 2028	First housing unit slab pour.



Expanding ReStore Pick-Up Service

Begin by offering pick-up services in Hernando County and potentially expanding into Levy County. Before launching, we would identify prime pick-up areas within these counties and create a location map. To start, we would dedicate one truck to out-of-county pickups each week.

Risk:

Increased wear and tear on our equipment, potential for unproductive trips, and reduced availability of trucks for local pickups.

Risk Mitigation Strategies:

Advantages:

MEASUREMENTS OF SUCCESS – STRATEGY #1

A new truck was previously purchased in anticipation of expanding our service area, providing for reliable transportation to additional areas. Research on targeted areas for pickups will be required prior to providing service to a new area to lessen the likelihood of unproductive pickups. Quarterly evaluation of new pickup/service areas will be conducted to determine if each new area should remain part of our service area. .

A new source of donated items, the potential for higher quality donations from upscale areas, and increased visibility for Habitat in neighboring counties.

MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
Successfully complete the plan. Make 10 recoveries.	Dec 31, 2025	The dollar value of the recoveries.

Reduce overhead costs by consolidating the two Restore facilities and the administrative office into one centrally located building.

- 1. Decision from the Board
- 4. Purchase Land

2. Planning phase

5. Development and Permitting

3. Locate land

6. Build/ Relocate/ Sell

Risk:

Potential loss of customers due to relocation, reduction in sales due to decreased foot traffic, and the challenges of consolidating everything into one space.

Risk Mitigation
Strategies:

Advantages:

The location of the new store will be crucial for its success, and it must be centrally located within the County and near existing shopping areas with high traffic counts to help drive customers to our store. The store will need to be purpose built with a thoughtful layout to maximize operating efficiencies and reduce overall operating costs.

Ability to extend operating hours by combining staff, centralized scheduling of pickups and deliveries, and reduced operating expenses and building maintenance in a new, efficiently designed building outside the flood zone. Reaching new customers with expanded hours and a new location.

MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
Financial Metrics:	Annually	 Increased Sales: Track overall sales revenue before and after the consolidation. Reduced Operating Costs: Monitor expenses related to utilities, and staffing. Calculate the return on investment (ROI) for the consolidation project.
Operational Metrics:	Monthly	 Customer Traffic: Measure the number of customers visiting the store. Analyze customer flow within the store to identify any bottlenecks or areas for improvement. Donation Volume: Track the volume of donations received. Measure the efficiency of the donation processing system. Staff Productivity: Assess staff efficiency in the consolidated store.
Customer-Focused Metrics:	Annually	 Customer Satisfaction: Conduct customer surveys to gather feedback on the new store layout, merchandise selection, and overall experience. Monitor online reviews and social media comments. Customer Retention: Track customer loyalty and repeat business. Expanded Customer reach: Measure if the consolidation has brought in new customers from a broader geographic area.



At our current speed of production, we will be completed with phase 2 of Citrus Springs in 4 years which is in line with slab pours in the proposed 1–2-bedroom duplexes. When we start to work on the next project, we will be ready to purchase more land in Citrus Springs.

Risk:

Significant capital will need to be invested into the continuation of the HFHCC Citrus Springs development. Rising land and development costs. Weather delays.

Risk Mitigation Strategies:

Prior to the purchase of new land, funding sources must be identified. State and/or Federal grant funds will be targeted to cover or significantly offset acquisition and development costs.

Advantages:

Continuation of a successful HFHCC community, serving more Partner Families.

MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
Locate and present purchase contracts to BOD	July 1, 2027	Vote on purchasing lots in Citrus Springs.
Purchase land and begin permitting	July 7, 2027	Land acquired, designed, and permitted shovel ready.
Clearing grading infrastructure, road work	July 7, 2028	Completion of land development within budget and on schedule. Approvals received from the County.
Commence home construction	July 7, 2029	Clearance from the County to begin constructing homes.



Habitat for Humanity of Citrus County will continue to be recognized as the thought leader, within the County, on affordable housing in all its various forms.

Risk:

Negligible

Risk Mitigation Strategies:

Not Applicable

Advantages:

Increased visibility within the community and key stakeholders. Potential new opportunities, funding sources, and partnerships.

MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
Outreach to governmental structure, the chamber and other non-profit groups to meet the needs of Citrus County	Monthly	Minutes from Government Relations meetings.
Conference/townhall meeting	Annually	Attendees, Keynote speakers & discussions.

Host an Annual Housing Conference/townhall meeting and seek membership in the Affordable Housing Advisory Council (AHAC).

Risk:

Expenses required to host the conference. Lack of attendance.

Risk Mitigation
Strategies:

The expenses required to host the conference are largely insignificant. However, a marketing strategy will be created in the planning session of the conference to help identify stakeholders and maximize conference attendance.

Advantages:

Increased visibility within the community and key stakeholders. Potential new opportunities, funding sources, and partnerships

MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
Conference/townhall meeting	Annually	Attendees, Keynote speakers & discussions.



Schedule a meeting with Levy County Housing Services and the building department. Start building on that relationship and share our work from Citrus County to see how receptive they are. Talk about county surplus land as well as locate land on our own and determine where the best location would be to build. Formally apply for permission from HFHI to include Levy County into HFHCC's service area.

Risk:

HFHI does not award Levy County to HFHCC. Cost of acquiring/developing land in Levy County. Reaching the targeted audience in Levy County. Additionally staffing and infrastructure needed to service a new territory. Willingness of Levy County Government and available funds to partner.

Risk Mitigation Strategies:

Engage HFHI and Levy County Government early in the planning process to prove how HFHCC can make a positive impact on the affordable housing issue in Levy County and gain their buy-in. With approvals in-hand, engage community stakeholders and begin identifying additional revenue sources (Governmental and NGO) to fund building projects within Levy County. An assessment will be required to identify staffing, and infrastructure needs to successfully service Levy County. Continual re-evaluation of staffing/infrastructure needs will enable HFHCC to plan and budget for the growing operations in Levy County.

Advantages:

Serving more people in need of affordable housing. Additional ReStore revenues. Strengthening HFHCC into a regional affiliate.

MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
Generate reports on findings of the need for HFHCC services in Levy County and the ability of HFHCC to meet the need.	December 31, 2026	Report completed. Vote by the BOD if we want to complete the application with international to expand into Levy County.
Identify land for home construction.	January 1, 2027	Successfully identify suitable parcels for home building.
Complete and submit formal application to HFHI.	March 30, 2027	Response from International.
Purchase land for home construction.	December 31, 2027	Suitable land under contract.
Design and permit land.	December 31, 2028	Shovel ready land ready for land development.
Land Development.	December 31, 2029	Project finals submitted to Government entities for approval.



Engage with stakeholders in the repair market (Housing services, USDA, Senior & Veteran organizations, etc.) to determine the demand for repairs.

Risk:

Negligible

Risk Mitigation Strategies:

Not Applicable

Advantages:

Increased visibility within the community and key stakeholders. Potential new opportunities, funding sources, and partnerships

MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
Demand assessment		Analyze the data from stakeholders to determine the need for repairs to our senior veteran homeowners. Determine what type of repairs that need attention.

Family Services will work with senior veterans that own their homes and meet criteria for USDA 504 financing, with the application process. If the applicant doesn't meet USDA guidelines, the applicant will be presented to the BOD for approval for Habitat financing for such repairs. The goal is to help 10 senior veterans per year; however, this process is yet to be done and will need to be evaluated on length of time from start to finish per application.

Risk:

Availability/stability of USDA financing. HFHCC repairs done at a loss, without recuperating expenses. HFHCC revenue/funding sources to facilitate repairs program.

Risk Mitigation Strategies:

Initially implement the Repair Program with the goal of being USDA 504 packagers and assist those who meet our program criteria by successfully obtaining these repair loans, therefore minimizing un-recuperated costs. After one year of program implementation, analyze the number of applicants and interest received to help determine if the strategy of our program is sufficient.

Advantages:

Enabling senior veterans to age in place while providing a safe and stable housing environment.

MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
Number of Applicants that have successfully applied for services	Monthly	Monthly report.
Familiarize/Train HFHCC Family Services staff on USDA 504 financing, enabling staff to successfully facilitate individual grant applications.	December 31, 2025	Staff training completed.
Market limited Home Repair Services to Community	January 1, 2026	Number of applications received.
Complete 5 Home Repair projects	December 31, 2026	Successful completion of 5 Home repair projects.
Evaluate Home Repair Program	January 1, 2027	Provide a report of success and sustainability of the Home Repair program. BOD to recommend continuation, expansion or discontinuation.
Complete 10 Home Repair projects	December 31, 2027	Pending BOD approval for expansion, successful completion of 10 Home repair projects.
Complete report on what staffing, logistical & financial needs will be required to expand the program for HFHCC to complete repairs independent of USDA.	January 1, 2028	Completion of Report.
Advertise for HFHCC repairs in addition to facilitating USDA repair programs.	February 1, 2028	Number of applications received.
Completion of 1 HFHCC home repair project	December 31, 2028	Successful completion of HFHCC home repair project



To allow for continued expansion of services and families served while mitigating the requirement of full coverage health insurance for companies with 50+ employees is to establish a sub-organization or subsidiary. The ReStores hold the majority of the staff and this split will effectively distribute the employees between the two organizations.

Risk:

503C Status: Will we be able to maintain the 503C status for the sub-organization. HFHCC will continue to not offer full coverage health insurance to employees.

Risk Mitigation Strategies:

Engage with legal counsel and/or CPA to fully understand the risks and rewards of this strategy, providing us with the information required to make a decision on how best to proceed.

Advantages:

Financial Flexibility: Depending on the structure, it might offer financial advantages or tax benefits.

MEASUREMENTS OF SUCCESS – STRATEGY #1

Regulatory Compliance: It can help maintain compliance with regulations that apply specifically to companies with over 50 employees.

MEASURA	BLE COMPONENT	WHEN TO	HOW TO MEASURE
DESCRIPT	ION	MEASURE	
Research su	bsidiary options and consult	December 31, 2025	Report presented to BOD & best
with other A	Affiliates on their growth		option voted for implementation.
strategies.			
Create HFI	HCC ReStore subsidiary	July 1, 2026	Creation of subsidiary and filed
			with State.
Continued r	research for paths to offer full	Yearly	Annual Report.
coverage he	ealth insurance to employees		

Transition to an employer with 50 or more employees, ensuring compliance with federal regulations, particularly the Affordable Care Act (ACA), while fostering continued growth and employee well-being.

Risk:

Increased Compliance Burdens:

- ACA Compliance:
 - Significant Costs: Offering health insurance coverage to employees can significantly increase costs.
 - o Complex Regulations: Navigating and complying with the complex rules of the ACA can be challenging and time-consuming.
 - O Potential Penalties: Non-compliance with ACA regulations can result in substantial financial penalties.
- Other Regulations:
 - Increased Administrative Overhead: Complying with other regulations (e.g., FMLA, FLSA, EEO laws) requires additional administrative work and resources.
 - Potential for Lawsuits: Non-compliance with employment laws can lead to costly lawsuits.

Loss of Control and Flexibility:

• Loss of "Small Company" Culture: The close-knit, entrepreneurial culture of a smaller company may be lost as the organization grows.

Financial Risks:

- Increased Costs: Higher payroll, benefits costs, and overhead expenses can strain the company's finances.
- Economic Downturns: Larger companies may be more vulnerable to economic downturns due to their increased fixed costs.
- Cash Flow Issues: Rapid growth can sometimes strain cash flow, requiring careful financial management.

Human Resources Challenges:

• Hiring and Retention: Finding and retaining qualified employees can become more challenging as the company grows.

Employee Relations Issues: Managing employee relations and addressing potential conflicts can become more complex.

Risk Mitigation Strategies:

Advantages:

Contract with industry consultants to fully understand the costs, risks, and benefits. Funding sources will need to be identified to offset the associated costs of increased employee benefits (such as fundraiser homes and/or increased USDA home sales).

Increased Market Share & Influence:

- Larger Workforce: A larger workforce generally translates to increased production capacity, allowing for greater output and potentially faster delivery times.
- Enhanced Service Offerings: With more employees, HFHCC can offer a wider range of services.
- Stronger Brand Recognition: A larger company often has greater resources for marketing and advertising, leading to increased brand visibility and market share.

Improved Employee Benefits:

- Attracting Top Talent: Offering competitive benefits packages (like health insurance) becomes more feasible and necessary to attract and retain top talent.
- Increased Employee Retention: Benefits package will allow employees of HFHCC to have a long term career, reducing turn-over and training while creating efficiencies.
- Increased Employee Morale: Comprehensive benefits can boost employee morale, leading to higher productivity and lower turnover. Greater Financial Stability:
- Increased Revenue Streams: A larger workforce generally leads to increased revenue.

Enhanced Operational Efficiency:

Specialization: With more employees, HFHCC can create specialized departments and roles, leading to increased efficiency and productivity.

MEASURABLE COMPONENT	WHEN TO	HOW TO MEASURE
DESCRIPTION	MEASURE	
Cost of insurance for Staff and HFHCC	Jul 1, 2025	Obtain 3 quotes for coverage
Evaluate overall growth and staffing needs for the organization	Dec 31, 2025	Evaluate additional staff that will be needed to run two project builds simultaneously. Evaluate the needs of the departments.



Become aware of available programs, grants and subsidies available to our homeowners and educate them on solar conservation and how to apply.

Risk:

Negligible.

Risk Mitigation Strategies:

Not Applicable.

Advantages:

Potential Governmental or Private programs could reduce or cover costs for partner families to install solar power at their HFHCC homes, therefore providing for more energy dependency and reduced utility bills.

MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
Identify one realistic solar program	Jul 1, 2025	Program report delivered to BOD



Hire a Director of Development to develop and implement a comprehensive fundraising plan with:

- Diversification of funding streams (individual donors, foundations, corporate sponsorships, grants).
- Major gifts cultivation and solicitation strategies. Planned giving initiatives. Special events and campaigns.

Risk:

Salary & Benefits: Directors of Development are typically well-compensated professionals

Risk Mitigation Strategies:

Advantages:

MEASUREMENTS OF SUCCESS – STRATEGY #1

Hire from within. Identify a current HFHCC employee with the requisite skills and community contacts required to successfully serve as the Director of Development.

A Director of Development can significantly increase HFHCC revenues from businesses and private donors, while increasing long-term giving strategies such as estate beneficiaries.

MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
Hire Development director	July 1, 2025	Development Director is Hired
Develop and implement a comprehensive plan	September 1, 2025	Plan presented to Officers and BOD
Number of new funding secured.	Annually	Annual Report will identify new funding and provide for year over comparison.
Total fundraising revenue generated.	Annually	Annual Report will identify new funding and provide for year over comparison.
Research and talk to other affiliates that are doing this to get some direction	November 2025	All information will be presented to the BOD.

Limit the 0% finance model through HFHCC and require 3rd party financing in the form of FHA, USDA and Conventional financing with community partners that adhere to HFHCC mortgage guidelines of 30/43 ratio..

Risk:

Decreased number of partner families entering the program due to more stringent qualifications required of 3rd party mortgages.

Risk Mitigation Strategies:

Director of Development, Marketing, and Family Services Department to generate and implement a plan to increase awareness and number of qualified individuals applying for our program.

Advantages:

More capital to serve more families.

MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
Determine what percentage of 3rd party financing is our goal.	July 1, 2025	Determination of percentage has been made and codified.
Determine if our percentage of 3rd party financing was met.	July 1, 2026	Annual Report

Secure a bank that will purchase our mortgages for capital to build more homes while preserving the 0% Habitat financing model.

Risk:

Risk Mitigation Strategies:

Advantages:

MEASUREMENTS OF SUCCESS – STRATEGY #3

Risks are negligible if selling a portion of our existing mortgages. Although we only recuperate our money with our 0% interest loans, the monthly mortgage payments are a steady and relatively reliable regular revenue source.

Identify which mortgages would be best to be sold and no longer serviced by HFHCC while maintaining a certain percentage of mortgages for monthly revenues.

Quick recovery of funds when the mortgages are sold versus a slow recovery over a 20–30-year period. Servicing fewer mortgages inhouse would result in significant efficiencies and would reduce the number of employees required to operate the mortgage servicing aspect of HFHCC, and hence forth result in reduced overhead costs.

MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
Determine what/what percentage of mortgages to be sold	July 1, 2025	Policy updated directing what mortgages HFHCC will service
Agreement in place with bank to purchase a percentage of existing HFHCC mortgages	July 1, 2026	Bank purchases HFHCC mortgages



Implement the Caravanner Program at our affiliate to work out on the construction site.

Risk:

Safety Concerns:

- Increased Site Traffic: The influx of volunteers can increase foot traffic on the site, potentially creating safety hazards.
- Accidents: There's an increased risk of accidents due to the presence of volunteers.
- Safety Training: Ensuring all volunteers receive proper safety training and adhere to safety protocols is crucial.

Liability Issues:

- Volunteer Injuries: The company could be held liable for any injuries sustained by volunteers while working on the site.
- Property Damage: There's a risk of damage to property or equipment caused by volunteers.

Disruption to Regular Operations:

- Workflow Disruptions: The presence of volunteers can disrupt the normal workflow and routines of employees.
- Site Logistics: Accommodating volunteers, providing them with necessary tools and materials, and managing their schedules can require significant logistical planning.

Risk Mitigation Strategies:

The Caravanners are an HFHI program and are generally experienced in working on Habitat construction sites. Safety training will be provided to Caravanners prior to arrival and upon arrival to our jobsite. Planning and preparations will be made well in advance of the Caravanners arrival to ensure that there is work planned for them to limit the disruptions to HFHCC employees and provide them with meaningful work that results in enhancing our production

Advantages:

Increased Volunteer Workforce:

- Boost in Manpower: Caravanner volunteers provide a significant influx of extra hands, accelerating project timelines and increasing overall productivity.
- Diverse Skill Sets: You'll likely encounter volunteers with a range of skills and experience, from construction expertise to general labor and even specialized trades.

Community Engagement and Awareness:

- Positive Public Image: Hosting Caravanner volunteers enhances your company's image as a socially responsible and community-minded organization.
- Increased Visibility: The presence of volunteers can raise awareness of your company's projects and contribute to positive community relations.

 Motivated Workforce:
- Shared Mission: Working alongside dedicated volunteers can boost morale and motivation among your own employees.
- Cross-Cultural Exchange: The opportunity to interact with people from diverse backgrounds can enrich the work environment.

Reduced Costs:

• Potential Cost Savings: In some cases, the extra labor provided by volunteers can help offset some of the project's labor costs.

Skill Development:

Training Opportunities: The program can provide valuable training opportunities for your own employees, allowing them to learn new skills and techniques.

MEASURABLE COMPONENT	WHEN TO	HOW TO MEASURE
DESCRIPTION	MEASURE	
HFHCC enrolled by HFHI in	Jul 1, 2025	HFHCC enrolled in Caravanner
Caravanner program		program
Citrus Springs Jobsite able to	Dec 1, 2025	Civic Association approval, lots
accept RV's		designated for RV's have power,
		water, and sewer hookups
		available.
Caravanners visit Citrus Springs	March 1, 2026	Caravanners arrive and work at
Jobsite		Citrus Springs jobsite with
		HFHCC.

By actively engaging with local high school construction academies, construction companies can build strong relationships within their communities, improve their recruitment efforts, and contribute to the development of a skilled and sustainable workforce for the future.

Risk:

Insurance Coverage:

Due to academy students largely being minors, they are currently not eligible to be on HFHCC construction sites.

Time Commitment:

 Mentorship & Training: Building strong relationships with the academy requires time and effort from company personnel for mentoring, job shadowing, and providing guest lectures.

Reputational Risk:

• Negative Experiences: If students have negative experiences during internships or employment, it can damage the company's reputation within the community and with the academy.

Risk Mitigation Strategies:

Determine how other Habitat Affiliates have been able to allow minors on their jobsites and enact their solutions. Appoint a HFHCC POC for the Construction Academy to develop the relationship and share information in advance to have a strategy to minimize reputational risk and underutilized time.

Advantages:

Access to a Skilled Talent Pool:

Reduced Recruitment Costs: Tap into a pre-screened pool of potential employees with basic construction knowledge and skills.

Streamlined Onboarding:

• :Reduced Training Time: Students with prior construction experience require less on-the-job training, leading to faster productivity.

Industry Influence:

• Curriculum Input: Provide valuable industry insights to help shape the curriculum and ensure students are learning the most relevant skills.

MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
General Liability Insurance for Academy Students approved	Dec 31, 2025	Insurance provider approves academy students to work on HFHCC jobsites.
Agreement in place with Construction Academy/School Board.	July 1, 2026	Executed agreement between HFHCC and Construction Academy/School Board.
Construction Academy students work at HFHCC jobsite.	January 1, 2027	Construction Academy students actively working at HFHCC jobsites.

Disclaimer

A truly effective plan is a living document, designed to evolve. As new information surfaces, and as circumstances inevitably shift, the plan must adapt accordingly. This flexibility allows for course correction, ensuring that goals remain attainable and that resources are allocated optimally. Ignoring emerging data or clinging to outdated strategies can lead to missed opportunities and even outright failure. Therefore, the ability to modify and refine a plan in response to changing realities is a hallmark of sound planning.



A Special Thank You To Our

Executive Board Officers



Ronald Daly Chairperson



Steven Hilsdon Vice Chairperson



Joseph Bassett 2nd Vice Chairperson



Ryan Naugle Secretary



Dwight Hooper
Asst. Secretary/Treasurer



David Locke Treasurer



Elizabeth Orsay
Director at Large

