



Greater Albuquerque Habitat for Humanity

Strategic Long-Range Plan

2026 - 2028

DECEMBER 15, 2025

We are... Greater Albuquerque Habitat for Humanity

Mission: Greater Albuquerque Habitat for Humanity builds and preserves homes for our community. We support and advocate for families to realize the benefits of home ownership.

Vision: No one in the greater Albuquerque area will live in substandard housing.

Values:

- Faith in Christ / Faith in Community
- Inclusive of all faith communities
- Affordable Home Ownership
- Home Preservation & Critical Systems Replacement to support safety, security, and aging in place
- Advocacy Leadership
- Community Partnering
- Building Community Resilience and Strength
- Supporting hardworking families to build generational wealth



Greater Albuquerque Habitat for Humanity Strategic Framework

50 for 50: Ready for the next 50 years of impact

A world where everyone has a decent place to live

Build more and better homes



- Build more houses and complete more repairs
- Scale building, repair, and critical systems replacement processes and innovations
- Find the balance between energy efficient and consumer affordable construction

Transform housing systems



- Build a home design that can be built cost effectively and rapidly across multiple neighborhoods
- Test and scale product and service innovations that help us reach more people
- Accelerate locally led advocacy around coordinated policy priorities in support of low-income housing.

Inspire action for housing



- Expand and deepen opportunities for local volunteering – ensure our home build approach maximizes volunteer work
- Increase understanding of housing's contribution to health, education, equity, and economic outcomes

Develop key capabilities

- Harmonize our programmatic approach, including commitments to people centered development, community empowerment
- Strengthen, retain and develop our team for the future, including Directors, Managers, Board Members, and Volunteer Leaders
- Grow and deploy operations capability, talent, and infrastructure to support our growth

Fund the mission

- Optimize fundraising and innovative donor acquisition via individuals, companies, ecumenical, and governmental focuses
- Accelerate reach and resulting growth of large, transformational gifts and awards.
- Continue to innovate in community outreach and education for ReStore shoppers and donors

Faith foundation

We choose housing as the means to put our Christian faith into action because housing is the foundation for the health, education, well-being, equity and wealth of families and communities. We are committed to loving all our neighbors, doing justice and walking humbly with God.

Strategic Priorities 2026 - 2028

Build more houses and complete more repairs

- 1.1 Scale building, repair, and critical systems replacement processes and innovations**
- 1.2 Find the balance between energy efficient and consumer affordable construction**

Transform housing systems

- 2.1 Build a home design that can be built cost effectively & rapidly across multiple neighborhoods**
- 2.2 Test and scale product and service innovations that help us reach more people**
- 2.3 Accelerate locally led advocacy around coordinated policy priorities in support of low-income housing**

Inspire action for housing

- 3.1 Expand and deepen opportunities for local volunteering- ensure our home build approach maximizes volunteer work**
- 3.2 Increase understanding of housing's contribution to health, education, equity, and economic outcomes**

Develop key HFH capabilities

- 4.1 Harmonize our programmatic approach, including commitments to people centered development, community empowerment**
- 4.2 Strengthen, retain, and develop our team for the future, including Directors, Managers, Board Members, Volunteer Leaders**

Fund the mission

- 5.1 Optimize fundraising and innovative donor acquisition via individuals, companies, ecumenical, and governmental focuses**
- 5.2 Accelerate reach and resulting growth of large, transformational gifts and awards and expand varied funding streams**
- 5.3 Continue to innovate in community outreach and education for ReStore shoppers and donors**

Operations and Infrastructure to support the mission

- 6.1 Upgrade and improve our systems and support structure in accounting, prospective donor identification, donor reporting, volunteer management**
- 6.2 Build and deploy strategic talent acquisition, development, and retention plan**
- 6.3 Evolve Homeowner services infrastructure in support of homebuyer recruitment, selection, purchase assistance, financial management, retention**



Build more and better homes

Improve housing conditions for 100's of people through new construction and improvements.

Strategic Priorities	Key Programs/Initiatives	Key Results and Targets
Scale building, repair, and critical systems replacement processes and innovations.	Increase number of new homes constructed	Build 12 new homes by end 2028
	Ramp Critical Systems Replacement across Veterans, Seniors, and into a Native Community	- Support 75 families annually by end 2028 - Every homeowner supported is 100% satisfied with the work on their home
	Ramp Home Preservation Repair effort	- Support up to 100 homeowners (vets, seniors) per year by end 2028 - Every homeowner supported is 100% satisfied with the work on their home
Find the balance between energy efficient and consumer affordable construction.	Work with our traditional stick, stucco, and pitched roof home to create an affordable and replicable design that can be built across many neighborhoods without design changes	- Slow down home cost inflation from neighborhood to neighborhood - Eliminate dead time between neighborhoods - Increase the volunteer labor percentage of the work on each house above 75%
	- Determine best heating and cooling systems for our traditional homes that keeps the purchase price down and the cost of energy reasonably in check - Evaluate potential Habitat in house heating and cooling systems support options	- Measure energy costs, up front systems costs, and annual maintenance costs realized and invested on Clifton and Mesa del Rio and compare with newer neighborhoods as new homeowners come on- line in their homes. - Investigate creation of our own Habitat local heating and cooling systems preventative maintenance capability to provide at low cost to HFH homeowners
	Pursue Solar partnerships with PNM and local Solar Companies to secure up to 15% discounts for their monthly power bills for all GAHH homeowners that buy PNM solar generated power	All participating homeowners using Affordable Solar discount programs available have and enjoy the best energy cost savings possible with our help



Transform housing systems

Contribute to improvements in the performance of housing markets that benefit hundreds of New Mexicans.
Contribute to policy changes that advance access to quality affordable housing for hundreds of New Mexicans.

Strategic Priorities

Key Programs/Initiatives

Key Results and Targets

Build a home and neighborhood design that can be applied cost effectively & rapidly across multiple neighborhoods.

- Create basic, attractive, and affordable to construct home designs that can be built in any neighborhood

- Minimize time to approval through our planning departments on each neighborhood to almost zero with better “lead time” strategy and design replication
- Minimize our redesign costs through our draftsman to almost zero

- Engineer neighborhoods ahead of time and get them platted and infrastructure built to support home construction start up immediately after last neighborhood completed

- Enable us to start building first home in a new neighborhood immediately after last home in most recent neighborhood is completed
- Realize cost savings by maximizing the number of activities on a home build that our volunteer labor can deliver on with quality and move volunteers from neighborhood to neighborhood with minimum down time between projects

Test and scale product and service innovations that help us reach more people.

- Find economies of scale and certify multiple quality service organizations so we can be working with multiple homeowners at the same time to serve their critical home repair needs.

- Deep qualified preferred contractor partner pool to ensure availability in all trades supports our ramp in supported homeowners.

- Ramp up our Home Preservation efforts

- Add a second Home Repair Coordinator and look at being able to run 2 projects at the same time

- Look to provide basic systems preventative maintenance and seasonal systems review for A/C, Heating.

- No human caused failures due to inexperience in upkeep or neglect in first five years of homeownership

Accelerate locally led advocacy around coordinated policy priorities in support of low-income housing.

- Partner at City, County, State, and Tribal levels to advocate for funding, supporting legislation, and greater visibility in support of home ownership and repair for lower income people

- Legislation supporting affordability initiatives in land purchase, infrastructure build, and / or home construction to allow us to provide more affordable housing per capita
- More availability of money to support keeping existing low- income homeowners in their homes via improved access, better environmental controls, safer use of their bathrooms, and having a quality roof over their heads.

- Partnering with other homebuilders to drive legislation to provide broader economic span in neighborhoods to encourage more entry level affordable housing.

- Help to increase the percentage of affordable for lower income supporting new homes in New Mexico from current 2% estimated into the 10 – 15% range



Inspire action for housing

Mobilize hundreds of people and activate deeper engagement on housing issues.

INSPIRE ACTION FOR HOUSING PRIORITIES

Strategic Priorities	Key Programs/Initiatives	Key Results and Targets
Expand and deepen opportunities for local volunteering – ensure our home build approach maximizes volunteer work.	- Move to three days a week volunteer work opportunities on home construction sites - Move to two Home Preservation Repair teams each working four days a week	- Expand number of volunteer opportunities on construction sites by 33% each year - Expand number of volunteer opportunities on Home Preservation jobs by up to 100% over three years
	- Create a strategy focused on 16 to 30 year old volunteers that defines compelling work for them in the affiliate - Build a volunteer component for RioTech, CNM, and Contractor Union Training groups to practice their skills on our home construction builds - Ensure we have affinity group (Women Build, Veteran Build, Faith Build, Sponsor Build) weeks regularly on our construction and repair sites	- Define opportunities and fund them including tiny house builds and storage shed builds that positively fill community needs – beyond our normal home construction program - Build a learning lab component into construction sites to help up to 80 - 100 students a year - Actively promote and advertise for affinity group projects that bring in as many as 100 new volunteers to construction and repair each year
	Assess how each department in the organization can make better use of volunteer resources	Bring in dedicated volunteers to help regularly in our office with clerical and special project tasks
Increase understanding of housing's contribution to health, education, equity, and economic outcomes.	Use our data (Homeowner Impact Survey results) in targeted and tactical ways to educate, inform, and create excitement about the impact that home ownership has on families, children	- Arm Community Relations and Advocacy Director with "deep data" and set out to educate the right 30+ groups a year - Share our successes in home preservation and critical systems replacement with community leaders – build our local Brand!
	Build a Low Income Housing coalition made up of Habitat New Mexico ASO members and other worthy partners to "drive our message" – ie, educate & create pull for our programs, win favor and support	- Annual focus on the State Legislature for funding support for our programs - Sharing amongst our Cities and Counties of effective partnerships creating land and funding support in our communities that increase the number of homes built each year



Develop key capabilities & Fund the mission

Strategic Priorities	Key Programs/Initiatives	Key Results and Targets
Fund the Mission: Cultivate the pipeline of resources and partners to fuel the growth of programming	- Grow our recurring donor pool - Plan and deliver capital campaign 2026 - 2028	- Grow recurring donors by 10-15% per year - Bring in \$2.5 million from capital campaign – land, construction between 2026 and 2028
	- Pursue aggressively corporate, large local business support - Actively target wealth managers in our communities	- Reach out via targeted campaign to 10 – 15 “new to us” businesses who donate and / or volunteer each year - Add 5 New “Preferred Contractor Partners” each year - Gain favor in wealth manager community to support estate planning with GAHH in mind
	- Build donor pool of high- quality sellable products to the ReStore – via active outreach - Use every opportunity to build upon the Habitat brand locally and educate on the ReStore – Habitat connection	- Strengthen our relationships with current corporate supporters – ensuring regular support - Add 3 – 5 appliance / furniture / construction supplies donors to our supporter population - ReStore = Habitat for Humanity in everyone’s mind
Constituent Engagement: Build and deepen stakeholder engagement to advance Habitat’s mission	Create and deploy our “Welcome Wagon” of committed donors and inform and empower them to advocate on our behalf	Deputized committed regular donors reaching out to and encouraging new donors to help out – goal to attract 5 – 10 new supporters each year
	Actively data “mine” and reach out to local philanthropists who are not yet Habitat supporters.	2026 – acquire data mining tools and begin their use 2027 – set firm goals for outreach program
Systems and Processes: Accelerate our work through improved processes and systems	Data mining for results via acquired data mining tools	- Become aware of at least 50 new philanthropists a year to court - Share data with our “Welcome Wagon” folks regularly
	Acquire and bring online a much more capable accounting system	Better support affiliate needs driven by expansion of our construction, repair, and systems replacement programs.
Capacity Building: Build the skills, knowledge and capabilities of Habitat’s staff and Board to advance the mission	Succession Planning and Staff / Board Development	- Build and maintain succession list and development plan for key positions – review between ED and Executive Committee 2x per year - Build annual development plans and support with \$\$ for key positions
	- Land Bank growth - House design database	- Ensure we have property owned and ready to build on for five years of projected homes - Grow our house designs database of available plans available for neighborhood planning use on demand



Develop key capabilities & Fund the mission

Strategic Priorities	Key Programs/Initiatives	Key Results and Targets
Grow Systems Capabilities:	Upgrade and improve our systems and support structure – accounting, prospective donor identification	- Assess, select, purchase, and onboard a new Accounting system by end FY 2025-2026 - Assess, select, purchase, and onboard a prospective donor mining software system by end calendar year 2026
	Evolve our reporting capability in areas of donor and volunteer tracking and management	Deliver improved dashboard capability in support of Donations, Volunteers, and other key areas from Salesforce by April, 2026
Build and Deploy Talent Capability:	- Modernize, streamline, and accelerate our path to find, review, select and hire new talent - Build and deploy a capability to use data to determine how well our hiring system performs into the future	- Assess and evaluate current hiring practices model, determine, implement best methods for improving timing and quality of hire capabilities – Q3 2026 - Build, implement and utilize hiring and retention metrics that will be reviewed by Staff on a quarterly basis – before YE 2025 - 2026
	Staff level team development and education model for future organization leadership growth support	Bring in external leadership consultants to work with ED and HR on potential development models for Staff as a team in back half 2026
Build Infrastructure:	Evolve Homeowner Services capabilities, guidelines, and processes for the future	Build and deliver new guidelines in support of homeowner recruitment, review, selection, mortgage documentation and retention by time 64th / Cleghorn neighborhood selection process begins
	Review and evolve all prospective homeowner education and support programs and materials	Focus on building and deployment of a modernized support system with offerings in personal management, financial management, first time homeowner education, and basics of maintaining a new home – deliver foundation by April 2026 and build out all offerings within the following 4-6 months



Notes from November 1, 2025 Strategic Planning Session

Our way forward: Where do we focus?

Affordable Home Ownership

Home Preservation and Critical
Systems Replacement

Advocacy

Home Building

- **Develop safe and affordable neighborhoods**
- **Create replicable home designs that volunteer labor can build**
- **Standardize our materials and buy to achieve economies of scale**
- **Multi year rolling staging plan for neighborhoods – always be proactive**
- **Focus on building multi home neighborhoods rather than one off infills**
- **Build affordable basic single story one family homes**
- **Create effective partnerships with governments / jurisdictions / fellow travelers**

Construction and Workforce Innovation

- **Always have a way to tell willing volunteers “yes”**
- **Be building multiple homes in a neighborhood at the same time**
- **Put students to work – RioTech, UNM, CNM, Union Trade Schools, High Schools**
- **Define plan for Volunteers / SWAT collaboration that ensures harmonious delivery**
- **Active engagement with State & Local governments and other stakeholders**
- **Build contractor engagement systems that bring expertise and labor support**
- **Continue to investigate other options for home delivery – modular builds**

Volunteers

- **Connect with individuals, businesses and interfaith organizations**
- **Create strategy focused on 16–30 year old potential volunteers – attracting them with compelling work for them to contribute to the greater cause**
- **Strategy for affinity group builds – Women Build, Veteran Build, Faith Build, Sponsor Build, etc.**
- **Put corporations and civic groups back to work**
- **Teach our entire organization how to engage, partner, and work with volunteers**
- **Ensure volunteerism touches all aspects of the organization**
- **Build out internship pipelines**
- **Incorporate volunteers into as many aspects of our focus work as possible**

Home Preservation and Critical Systems Replacement

- **Make these programs sustainable for the future – money, people, political support, great contractor relationships**
- **Balance internal talent resource allocation within construction team**
- **Build up and manage our quality & qualified vendor population**
- **Ensure every opportunity has a great outcome**
- **Continually build the NM Housing MFA relationship & identify other funders for long term support**

Advocacy

- **Continually work to increase credibility and influence**
- **Prioritize partners and stakeholders for maximum impact on affordable home ownership & preserving home ownership for seniors**
- **Build a Coalition of the right partners to foster success**
- **Become the “must be included” “go to” expert for those concentrating on affordable housing challenges in the area**
- **Build and deliver a marketing plan that educates on our contributions to the community and opportunities for donors and volunteers**

Fundraising

- **Grow recurring donors**
- **Pursue broader corporations' support**
- **Creatively build compelling organized donor recognition**
- **Deputize committed donors to educate and encourage new donors – “Welcome Wagon” strategy**
- **Find better ways to leverage event attendance & grow the team of advocates to give us more presence at the right outside events**
- **Build the Development and Communications team**

Habitat Albuquerque ReStore

- **Recognize and celebrate the success and value of our Corporate #1 ReStore**
- **Educate everywhere the connection between Greater Albuquerque Habitat for Humanity and our ReStore**
- **Improve presence and visibility of the ReStore and Rio Rancho Donation center**
- **Continue to build relationships with and take benefit from corporate partners**
- **Build and retain the Staff – giving opportunities for ongoing growth**
- **Push hard for great donations!!**

Land Bank

- **Acquire land to support expansion into Rio Rancho**
- **Build out full development/construction plans for all current land in “bank”**
- **Any land we add to “bank” should support building a quality neighborhood**
- **Focus on fundraising to support buying land that works for us**
- **Keep enough buildable land in the “bank” to have next project ready to build**
- **Strive to have at least four neighborhoods at some point in the development process at any time - Area Conceptualization -> Engineering-> Infrastructure Build -> Home Construction -> Homeowner move in**