

Southern New Hampshire University
School of Community Economic Development

Habitat for Humanity of Hocking County Ohio:
Creation of a Community Based Organization
Final Project Report

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Habitat for Humanity

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Abstract

This project is about the creation of a Community-Based Organization (CBO) to address affordable housing deficits in Hocking County, Ohio. Goal attainment will be realized by Habitat for Humanity International Affiliation and initiating construction of one single-family home by April 2004. The target community is located in the Appalachia Region of Ohio. The group's name is Habitat for Humanity of Hocking County Ohio, Inc. (HHHC).

Team participants include the eighteen-member board of directors, partner families, various corporate entities, local faith-based organizations, other Habitat affiliates and individual partners. Community collaboration addressing the need to build low cost, affordable homes for the low-income population in the county is of major importance.

Project goals are mission critical to Habitat's primary premise that everyone should have a simple, decent, affordable place to live in dignity and safety. Over 50% of the county's households fall below the median income level of \$34,261 and the median value of owner occupied housing units is \$83,300. It is clear that the 50% below the median must have assistance if they are to attain home ownership and a decent place to live. HHHC will consider low to moderate income, not to exceed 30% to 50% of the median income of the area as determined by Federal Guidelines, in the Family Selection Process. The partner family must show a need for adequate housing through such factors as inability to qualify for a conventional loan, extremely high rent, code violations, severe structural problems, vermin, overcrowding, safety issues, etc.

HHHC aims to attain and ensure the sustainability of the entity by establishing sound policies and procedures, financial stability and ongoing partnerships.

The success of the project will be evaluated by obtaining Habitat for Humanity International Affiliation status and beginning construction of at least one single-family residence. The success of the affiliation will be evident by the continued supply of affordable housing stock to the local community, the number of community members involved in the organization and sustainability of the CBO.

Executive Summary

This project consists of the creation, implementation and sustainability of a new Habitat for Humanity International Affiliate. The entity, a community based organization (CBO), is run by the people within the community and provides affordable housing within that same area. The name of this new organization is Habitat for Humanity of Hocking County Ohio, Inc. with the main office located in Logan, Ohio.

Hocking County Ohio, the service area of this affiliate, has a population just under 30,000. Anyone in that area can be considered if they are a resident of the county for at least 12 months, have extremely high rent and the inability to qualify for a conventional loan. Additionally, they must be of low to moderate income – not to exceed 30% to 50% of the median income of the area as determined by Federal Guidelines. In this county, the median income is \$34, 261 resulting in low to moderate incomes of \$10,278 to \$17,130.

Hocking County Ohio lies deep within the Appalachian region of Ohio. The designation of Appalachia applies to 406 counties within 13 states taking its name from the Appalachian mountain chain that runs throughout the region. There are 29 Appalachian counties in Ohio. According to the 1997 U.S. Census Bureau approximately 3,710 Hocking County residents (12.9%) were then living below the poverty threshold. The 1997 Ohio Tax Return data approximates 745 working families with dependents had incomes below the poverty threshold that year. An additional 1,166 Hocking County families had incomes between 100% and 199% of the poverty threshold.

The primary goals of this project were to create a sustainable Community Based Organization, obtain Habitat for Humanity International Affiliate status and initiate at least one single family home by April 2004. To attain these goals, key objectives such as establishing a committed Board of Directors, executing necessary legal documentation, establishing relevant committees, creating a sound budget and consistent reporting systems must be completed.

Habitat for Humanity International Affiliate status was obtained April 1, 2003. An 18 member board of directors now exists and includes three attorneys, two bankers, a CPA, social services employees, nurses, teachers, parents, citizens and a judge etc. The Family Selection and Support, Construction, Development, Public Relations committees are established. Four major annual fundraisers have been approved with two of the four completed for this year. The target income projection for the first year was attained.

Major objectives yet to complete include establishing a sound financial plan, construction of a single family dwelling, enhancement of volunteer management, create a staffing model and create and implement a grant writing plan.

I. Community Needs Assessment

A Needs Assessment was submitted to Habitat for Humanity International in August 2001 by Reverend Paul Elhard, the originator of the Habitat for Humanity Affiliation process in Hocking County Ohio. The majority of information in the needs assessment was provided by the Executive Director of Hocking Metropolitan Housing Authority (HMHA) as well as taken from the 2000 U.S. Census Bureau data.

According to the 2000 U.S. Census data there are a total of 10,816 households within Hocking County Ohio. The total population was 28, 241 with 98.5% being of the white race. 50.4% of the 11,829 county resident workers 16 years and over work outside of the county.

The median income was \$34,261 with 5,510 households, over 50%, an annual income of \$35,000 or less. Details are shown in the following table.

Household Income:						
	Households:		Families:		Nonfamilies:	
Total Number :	10,816	100.0%	7,827	72.4%	2,989	27.6%
Median Income:	\$34,261		\$40,888		\$18,451	
Income in 1999:	Number	Percent	Number	Percent	Number	Percent
Less than \$10,000	1,359	12.6%	499	6.4%	900	30.1%
\$10,000 to \$14,999	758	7.0%	405	5.2%	381	12.7%
\$15,000 to \$19,999	825	7.6%	532	6.8%	286	9.6%
\$20,000 to \$24,999	988	9.1%	610	7.8%	381	12.7%
\$25,000 to \$29,999	760	7.0%	582	7.4%	212	7.1%
\$30,000 to \$34,999	820	7.6%	595	7.6%	206	6.9%
\$35,000 to \$39,999	709	6.6%	579	7.4%	125	4.2%
\$40,000 to \$44,999	717	6.6%	579	7.4%	139	4.7%
\$45,000 to \$49,999	640	5.9%	570	7.3%	75	2.5%
\$50,000 to \$59,999	1,086	10.0%	995	12.7%	65	2.2%
\$60,000 to \$74,999	1,059	9.8%	900	11.5%	133	4.4%
\$75,000 to \$99,999	601	5.6%	548	7.0%	29	1.0%
\$100,000 to \$124,999	245	2.3%	216	2.8%	29	1.0%
\$125,00 to \$149,999	125	1.2%	108	1.4%	13	0.4%
\$150,000 to \$199,999	56	0.5%	56	0.7%	0	0.0%
\$200,000 or more	68	0.6%	53	0.7%	15	0.5%
<i>Total</i>	10,816	100.0%	7,827	100.0%	2,989	100.0%

Data Source: Data extracted & percentages calculated from 2000 Census Data STF3A from www.ilgard.ohiou.edu/index.html

While unemployment is relatively low at 3.3%, only 55.1% of the labor force is employed as shown below.

Race by Sex by Employment Status						
<i>Persons 16 years and over</i>						
	<i>Total</i>		Total All Races			
	Number	Percent	Number	Percent	Number	Percent
In labor force:						
In Armed Forces	10	0.0%	10	0.0%	0	0.0%
Civilian:						
Employed	12,113	55.1%	6,679	30.4%	5,434	24.7%
Unemployed	727	3.3%	365	1.7%	362	1.6%
Not in labor force	9,118	41.5%	3,816	17.4%	5,302	24.1%
<i>Total</i>	21,968	100.0%	10,870	49.5%	11,098	50.5%

Data Source: Data extracted & percentages calculated from 2000 Census Data STF3A from www.ilgard.ohiou.edu/index.html

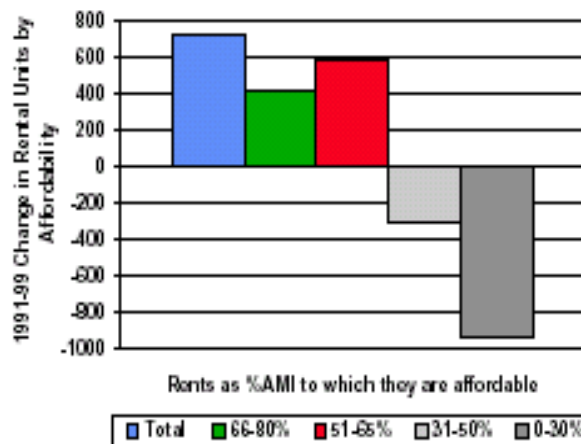
Rental Housing Programs available in Hocking County Ohio include Hocking Metropolitan Housing Authority's (HMHA) 164 public housing units and 306 Housing Choice Vouchers. Additional housing assistance is available from Elm Court Apartments, Logan Apartments, Logan Manor Apartments and Hayden Place.

National Shortages of Affordable Rental Housing

The following graphic examples of affordable rental housing stock are pulled from an article written by Kathryn P. Nelson of H.U.D.'s Office of Policy and Development and show that units grew for low-income renters in the 1990's but the numbers of units affordable to extremely-low income renters declined.

Units affordable to low-income renters grew during the 1990s.

But declines in numbers of units affordable to extremely-low-income renters accelerated.



Source: Kathryn P. Nelson, H.U.D. Office of Policy Development & Research. May 3, 2001 (AMI:Area Median Income)

Homeownership Programs are offered from Hocking Housing Management, Inc. The American Dream Home project is available to those with incomes between 60% and 65% of median income. Hocking Metropolitan Housing is now offering homeownership assistance to those with income less than 50% of median through the Housing Choice Voucher Program.

No homeless programs are offered in the county. The Good Works and My Sister's Place provide shelters in Athens County; Lutheran Social Service operates a shelter in Fairfield County. Both of these counties are contiguous to Hocking County.

HMHA operates transitional housing programs for Tri-County Mental Health. The Tri-county area of service includes Athens, Perry and Hocking Counties in Ohio.

Tri-County Community Action operates housing rehabilitation programs.

Hocking Metropolitan Housing Authority and Hocking Housing Management, Inc. operate a Homeownership training program. This is a five-week course based upon the Fannie Mae homeownership program. Individual counseling is also included with this program.

Although the above programs sound adequate a wait list exists for each of them.

HHHC will be an additional assistance program for the low to moderate-income individuals. Habitat will help these people realize home ownership by involving them in the process of fundraising, marketing the organization, actually working on their own homes, providing financial literacy classes and offering zero interest loans on the mortgages.

II. Statement of the Problem

Problem Statement

Appalachia is a culturally and physically distinct area of Eastern United States centered in the Appalachian Mountain chain. The term "Appalachian" describes a multitude of things from political & geographical distinctions to a unique American culture and specific ethnic group, the descendents of early settlers in the mountains.

Central Appalachia continues to maintain the highest rates in the nation associated with poverty as many different economic measurements portray. Several factors go into this reality but lack of physical and social development appear dominant. Many state, federal and local programs have been implemented along the way to address these concerns but some have been counterproductive. Examples include social welfare that increased dependency of the people as well as economic development plans that led to exploitation such as the natural resources of coal and timber. The previous information was based on data from the Center for Virtual Appalachia web site http://cva.morehead_st.edu/links/pages/demogr.

Several industries have left the county forcing many wage earners to take minimum wage jobs or commute long distances to survive. Salary information on many reports may be distorted due to the higher salaries from commuters already traveling several miles for higher paying jobs eliminating Hocking from some available funding and grants. Many families have been forced to live together to survive the downturn of the local economy.

The following information, compiled from the 2000 Census data and showing the breakdown of owner and renter occupancy as well as vacancy rates, and households paying more than 35% of their income for housing, clearly shows the need for affordable housing in Hocking County Ohio.

	Total		Owner Occupied		Renter Occupied	
	Number	Percent	Number	Percent	Number	Percent
Population	28,241	100.0%	20,874	73.9%	6,646	23.5%
Households	10,816					
Families	7,827					
Housing Units	12,141					
Occupied Units	10,843	89.3%	8,194	75.6%	2,649	24.4%
Vacant Units	1,298	10.7%				
<i>Lacking Complete Plumbing</i>	154	1.4%	131	1.6%	23	0.9%
Kitchen Facilities (All Housing Units)						
Complete Kitchen	11,813	97.3%				
Lacking Complete Kitchen	328	2.7%				
<i>Total Housing Units</i>	12,141					

Data Source: Data extracted & percentages calculated from 2000 Census Data STF3A from www.ilgard.ohiou.edu/index.htmlD

2000 Census Data: Hocking County Ohio

	Total		Owner Occupied		Renter Occupied	
	Number	Percent	Number	Percent	Number	Percent
Specified Housing Units:	7,618	100.0%	5,167	67.8%	2,451	32.2%
Householder 15 to 64 yrs	6,000	78.8%	3,964	52.0%	2,036	26.7%
Householder 65 yrs and over:	1,618	21.2%	1,203	15.8%	415	5.4%
Households Paying More Than 35% of Income For Housing:	Total		Owner Occupied		Renter Occupied	
	Number	Percent	Number	Percent	Number	Percent
<i>All Households by Household Income:</i>						
Income less than \$10,000	598	7.8%	182	3.5%	416	17.0%
Income \$10,000 to \$19,999	344	4.5%	142	2.7%	202	8.2%
<i>Total by Income:</i>	942	12.4%	324	6.3%	618	25.2%
<i>All Households by Age of Householder:</i>						
Householder 15 to 64 yrs	982	12.9%	425	8.2%	557	22.7%
Householder 65 yrs and over:	244	3.2%	168	3.3%	76	3.1%
<i>Total by Age:</i>	1,226	16.1%	593	11.5%	633	25.8%
Median Monthly Owner Costs:						
With a mortgage			\$782			
Not mortgaged			\$226			
Median Value Of Specified Owner Occupied Housing Units			\$83,300			
Median Gross Rent					\$386	
Specified Renter-occupied Housing Units					2,451	

Data Source: Data extracted & percentages calculated from 2000 Census Data STF3A from www.ilgard.ohiou.edu/index.html

Project target community

Habitat for Humanity of Hocking County Ohio's target group, population just under 30,000, is located deep in the heart of the Appalachia Region in Hocking County Ohio. There are currently 406 counties in 13 states designated as Appalachia; Ohio has 29 of those counties. According to the 1997 U.S. Census Bureau approximately 3,710 Hocking County residents (12.9%) were living below the poverty threshold in 1997.

The 1997 Ohio tax return data approximates 745 working families with dependents in Hocking County had incomes below the poverty threshold in 1997. An additional 1,166 families had incomes between 100% and 199% of the poverty threshold.

Poverty thresholds are the poverty measures issued by the Census Bureau and used for calculating the number of persons in poverty. These thresholds defined by household income below the poverty threshold (<100% of the poverty threshold) vary based on family size, number of related children under age 18, and year. A low-income designation is defined as household income less than twice the poverty threshold (<200% of the poverty threshold.)

Poverty thresholds are used to determine eligibility for:

- Temporary Assistance for Needy Families (TANF)
- Supplemental Security Income (SSI)
- Earned Income Tax Credit (EITC)
- Housing Assistance (HUD)

The poverty thresholds for two types of families for 1997, 1998, and 1999 are shown below. They are for a given year and are not published in final form until fall of the following year.

Family Structure	1997	1998	1999
1 Adult, 2 Children	\$12,931	\$13,133	\$13,423
2 Adults, 2 Children	\$16,276	\$16,530	\$16,895

Source: APWR/ILGARD – Ohio University Data Profile Overview

Poverty guidelines are issued by the Department of Health and Human Services and are used in determining financial eligibility for:

- Children's Health Insurance Program (Healthy Start)
- Food Stamps
- Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)
- National School Lunch and Breakfast programs

Below are poverty guidelines for two types of families from 1997 – 2001:

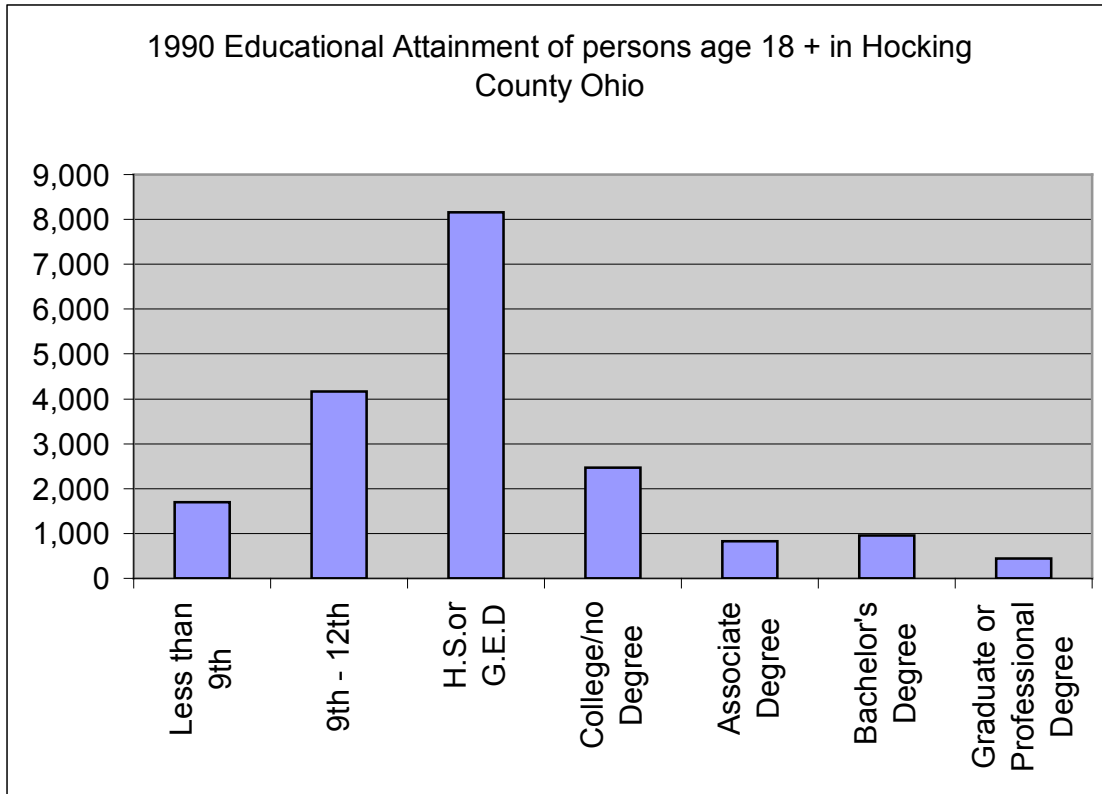
Family Structure	1997	1998	1999	2000	2001
Three	\$13,330	\$13,650	\$13,880	\$14,150	\$14,630
Four	\$16,050	\$16,450	\$16,700	\$17,050	\$17,650

Source: APWR/ILGARD – Ohio University Data Profile Overview

As shown below, in 1990, Hocking County Ohio had 1,693 people age 18 + who had less than a 9th grade and an additional 4,164 residents who had completed some high school but had not graduated or obtained a GED. This directly

correlates to poverty level as uneducated and unschooled people are unable to find jobs when industry pulls out of the county and jobs are eliminated.

Hocking County Ohio Educational Attainment



Source: 1990 U.S. Census

Project goals

The primary goal is to create a sustainable Community Based Organization (CBO) that focuses on providing additional affordable housing in Hocking County Ohio. Specific goals include:

- Build a community Based Organization that develops and empowers people and communities through HHHC's ministry.
- Break down barriers by creating people-to-people partnerships from all walks of life having partnership with God as the foundation. This is considered the most important thing Habitat builds.
- Build homes with God's people in need using biblical economics: no profit & no interest, using the hammer as an instrument of God's love.
- Tithe 10% of unrestricted funds to Habitat's international effort in support of brothers and sisters worldwide.
- Attain Habitat for Humanity International Affiliation.
- Initiate one single family home by April 2004.

Project Objectives

Habitat for Humanity International is a faith-based Community Economic Development organization working on eradicating poverty housing worldwide. It is a nonprofit Christian Housing Ministry focused on promoting worldwide Christian unity and cooperation. To Habitat, elimination of poverty housing and homelessness by providing decent shelter is a matter of conscience and action. (Habitat for Humanity Fact Sheet. Retrieved October 16, 2002, from <http://www.habitat.org/how/factsheet.html> . pp 1 - 5).



The following objectives provide estimated timelines and resources needed to complete this project by the targeted April 2004 deadline.

The following legends identify the party accountable for the activity mentioned.

B: Board	FC: Finance Committee
DC: Development Committee	FSEL: Family Selection Committee
FS: Family Support Committee	SS: Site Selection Committee
BC: Building Committee	O: Other to be determined

C marks a completion of that activity. **S** indicates activity started. **O** designates the objective is ongoing.

Actual Gantt Chart of Objectives, Timelines and Accountabilities

Objectives	Assigned To	Date Completed
Affiliation Status	B	April 2003
Family Selection	B	November 2003
Fiscal Safeguards	B	March 2003
Financial Administration	FC	Ongoing
Family Support	FS	Ongoing
Development Plan	DC	Ongoing
Site Selection	SS	Ongoing
Building/ Construction Plan	BC	March 2004
Initiate construction of one single-family home	BC	April 2004
Communication	O	November 2003
Education Plan	O	November 2003
Partner Network	DC	Ongoing
Sustainability Plan	B	April 2004

III. Project Design

Literature Review

The research in this document focused on interviews of local leaders, review of existing information provided by these interviews and included review of the U.S. Census Bureau website which supplied much of the statistical data needed to substantiate the need for affordable housing in the designated county.

Additionally, Habitat's website, PartnerNet, was reviewed and provides supporting documentation on specific needs such as job descriptions, guidelines and project schedules for approaching the new builds, fundraising and volunteer management.

Specific program

The goal of Habitat for Humanity International is to eliminate substandard housing and homelessness worldwide and to make affordable shelter a matter of conscience and action. This mission states working in partnership with God and people everywhere to develop communities with God's people in need is accomplished by building and renovating houses so that there are decent houses in decent communities in which people can live and grow into all that God intended.

The board of director's of Habitat for Humanity of Hocking County created a mission statement along similar lines stating the mission is to eliminate substandard housing and homelessness in partnership with God in Hocking County as well as worldwide and to make affordable shelter a matter of conscience and action.

The specific plan of action to address affordable housing includes creation of a community based organization by using the Habitat for Humanity model, obtaining national affiliation with Habitat for Humanity International and starting at least one partner family home by the end of this project in April 2004.

Participants

There is an eighteen-member board of directors, various corporate entities, local faith-based organizations, other habitat affiliates, potential partner families and individual partners who will carry out the mission of the newly formed CBO.

Community role

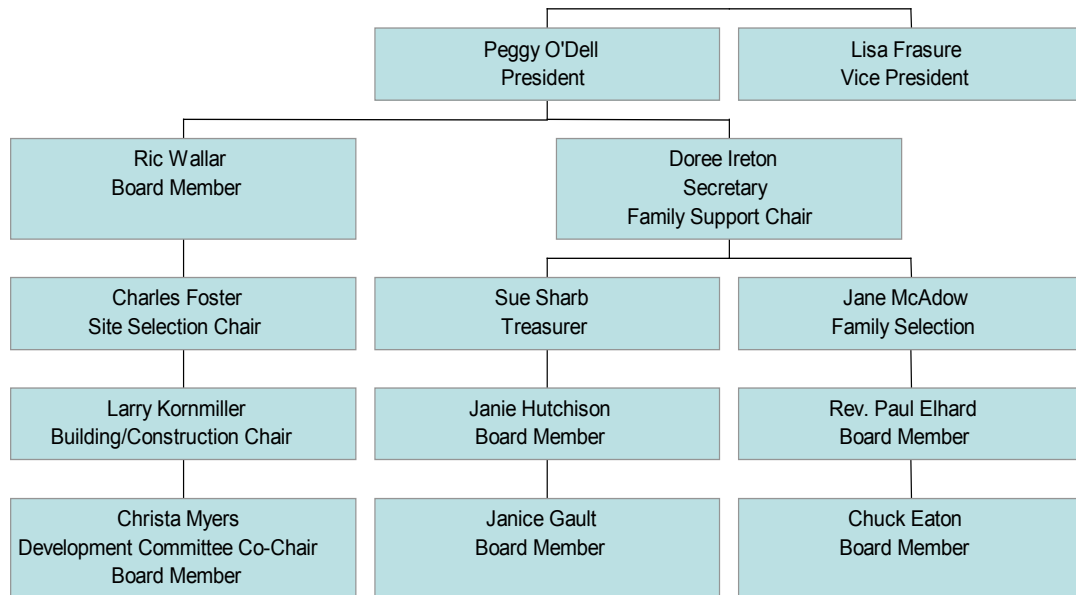
Community involvement is the foundation of the project. The board is comprised of people from all areas in the county from various income levels. These members will build the organization, hold various fundraising events and coordinate volunteers in the actual building of houses. Partnership building and networking will be the basis for the success of this organization. It is an organization created by the community, run by the community and is for the community.

Host organization

Habitat for Humanity of Hocking County (HHHC) is the host organization for this project and will work closely under Habitat for Humanity International's guidelines. Listed below is the structure of the organization.

Habitat Hocking County's Organizational Chart

Habitat For Humanity of Hocking County Ohio
2003 - 2004 Board of Directors



Method

The organization will be built by following the Habitat for Humanity International (HFHI) model and required timelines. Habitat is not simply a construction company that builds houses, it is a Christian organization that builds community and changes lives. The house that is built is the tool used to fulfill this mission. This model takes the group through ten phases over an 18-month period. Please refer to appendix 1 for more information.

Additional programs may be created to leverage or collaborate with other organizations. The purposes of these collaborations is to ensure goals, objectives and mission are met.

Products & outputs

- Establishment of a Community Based Organization (CBO)
- National approval for affiliation
- Attain fundraising goals of \$36,000 in 2003; \$71,000 in 2004
- Family selection and support work plans established
- Site selection and building/construction plans established
- Board commitment and level of involvement defined, monitored & reported.
- One real estate project initiated by April 2004
- Sustainability of the processes and affiliate will be evidenced by a steady income stream, the numbers and levels of volunteer

commitments, as well as, number of families receiving housing and paying back their loans.

IV. Project Implementation

Implementation Plan

Habitat for Humanity of Hocking County Ohio, Inc. became a national affiliate of Habitat for Humanity International on April 1, 2004. One goal is to celebrate the Affiliate's first "birthday" with the announcement of the first home location and the family who will partner in its construction.

The second annual planning session was held February 7th, 2004. New Board members were elected to fill current vacancies and to expand the Board closer to the desired 20-24 members. New officers were elected. The activities of last year were evaluated and goals for next year were formulated. As the building phase begins, financial policies and procedures are being reviewed and revised by the new Treasurer.

The family selection and support processes have been drafted and are presently being reviewed by counsel. This includes the education plan that is to be implemented in support of the financial literacy needs of the family.

The development plan has been updated to include four annual major fundraisers. Those events are the Ice Carving Festival, the Appalachian Auction, the Habitat Sailboat Regatta and the fall HabiFest to be held at the local flea market. Smaller projects such as the Santa Breakfast and the Presbyterian Gift Market will also be held as volunteers are available. Each project is to be reviewed annually to determine if it should continue. A grant writing committee is currently being considered to aid in obtaining funds. The Development Committee's goal is to ensure the financial sustainability of the organization.

A pipeline report has been created to track and report activity on all properties being investigated for building sites. The board voted that the first building site should be located within the city limits of Logan. This has been cause for delay in meeting our timeline for start up of the construction of the first home. No site has been secured to date due to limited availability of properties.

The Public Relations (PR) and church committees were originally part of the development committee. These have been split into separate groups to provide adequate attention to those important components. There are now three separate committee chairpersons. The PR committee maintains the volunteer profiles and partner listing as well as creates and distributes the newsletter. There are in excess of 300 partners on the distribution list. Habitat's presence at the Hocking County Fair, the Washboard Festival, Bowen House and the Santa Parade will be through the Public Relations Committee.

The construction committee is presently finalizing the "take-off" lists for identifying the materials for each of the three house plans that have been chosen. The partner families can select the plan of their choice as long as it meets the guidelines for the size of their respective families. Additionally, this committee is continuing to build their listing of various prospective donors for labor, heavy equipment, materials etc.

2003 has been a busy year for Habitat of Humanity of Hocking County. Much of the ground work that is being done has not been seen by those outside the organization. Just as in the construction of a home, it continues to be a major goal to build a strong foundation for the organization that will last for many years. That completed, 2004 is the year to build!

Staffing Pattern

The staffing for this project will be totally on a volunteer basis. HFHI volunteer job descriptions will be reviewed and adapted as appropriate according to the needs of the affiliate. As the affiliate matures the need for paid staffing will be evaluated.

Program Budget

The following budget was approved by the board on February 22, 2003 and submitted to the Affiliate Support Manager and Habitat for Humanity International. The intention is to build houses in the \$35,000 range, starting with one the first year and hopefully increasing to two or more in subsequent years.

The anticipated income stream originates primarily from individual giving, followed closely by church pledges, civic clubs and local businesses. Grants will be requested but are not targeted as major sources of funds.

Habitat for Humanity of Hocking County Ohio, Inc. 2003-2004 Budget

Estimated Costs	2003-04	2004-05
Material costs for 1 (2) houses @ \$22/ sq ft.	22,880	45,760
Paid skilled labor (well drilling, septic tank, etc.)	6,000	12,000
Land Cost@ 2,500	2,500	5,000
Insurance	1,000	2,000
Legal fees	100	200
Office supplies and postage	1,000	2,000
Tithe to HFHI sponsored projects	2,000	4,000
Total Cost	35,480	70,960
Anticipated Income		
Mortgage payments @ 100 month	0	1,200
Individual giving	12,500	28,000
Church Pledges and offerings	8,500	15,500
Civic Clubs and local Businesses	5,780	11,260

Special Events	3,500	4,500
Grants	5,200	10,500
Total Income	35,480	70,960

Notes on First Year Revenue Sources

Individual Giving (\$12,500) - Concentrating on individual giving will reap the greatest rewards. 90% of the \$60 billion given to nonprofits annually comes from individuals. 86% of all Americans give to one or more charitable groups. 50% of these contributions come from families with incomes under \$20,000. Various means of giving: direct mail, matching gifts, payroll deductions, professional groups, memorials, planned giving, and social functions.

Church Pledges and Offerings (\$8,500) – This area has a large potential income. If each of the 70 to 100 churches in the area pledged \$50 a month there would be enough money to build one house.

Civic Clubs and Local Businesses (\$5,780) - Good sources for yearly donations. Remember they are besieged with requests.

Special Events (\$3,500)- Two or three events will raise the money and awareness in the community.

Grants from Foundations and Corporations (\$5,200) – Some corporations will make matching gifts in response to individual contributions of employees.

V. Monitoring & Evaluation

Evaluation

Evaluation will be determined by: a) receiving National affiliation status, b) successfully forming the Family Selection, Family Support, Site Selection, Construction and Development Committees, c) creating and implementing finance, education and communication plans, d) completing committee goals, e) and beginning construction of at least one single family residence.

Performance Indicators

Performance of the project will be gauged by implementing the following monitoring indicators as referenced in Baker, Sunny & Kim (2000) *The Complete Idiot's Guide to Project Management*. Indianapolis: Alpha Books. P-274.

- The status of work being performed as compared to actual project's plan
- The amount of work being completed
- The quality of work being completed
- The costs and expenditures as compared to actual plan
- The attitudes of people working on the project or involved with the project including customers and management
- The cohesiveness and cooperation of team members

Measurement will be by communication from those involved, number of complaints and compliments and the turnover of volunteers, board members and staff as hired.

Measures and sources of data that will be used (*Hip Pocket Guide to Planning and Evaluation*, p102) are:

1. Measures of appropriateness of strategy

- Obtaining board approval and engaging knowledgeable constituents such as HFHI partners and other affiliates.

2. Measure of adequacy of resources

- Records of time spent on project
- Number of staff assigned as compared to actual planned

3. Measures of effectiveness of objectives

- National approval for affiliation
- Attain fundraising goals
- Family selection and support work plans established
- Site selection and building/construction plans established
- Board commitment and level of involvement
- House built and occupied
- At least one happy family
- Sustainability of process and affiliate

4. Measure of efficiency of strategy

- Cost of project with planned staff vs. alternative group to do project

5. Measure of side effects of activity

- Record keeping and reporting of internal & external feedback

Completion of the following inputs (such as # hours of training, # volunteers and/or volunteer hours) will further ensure the attainment of project goals:

- Create the project charter (contract)
- Create and implement the project plan
- Create a measurable tool to show progress in the fundraising goals
- Obtain Board approval, commitment, acceptance and ongoing support of the project plan
- Meet the specified timeframes within schedule and in budget
- Identify measurement tools and reporting formats necessary for evaluation
- Implement measurement & monitoring tools in a timely and consistent manner
- Ensure adequate levels of credibility and skills of resources involved
- Maintain adequate funding for resources
- Complete regular status reporting
- Resolve issues in a timely manner
- Maintain control on all changes requested that affect project plan & timeline
- Hold board and volunteers accountable for results
- Conduct regularly scheduled update meetings
- Have required resources available and committed to the project
- Maintain a project journal/diary

- Maintain stellar communication by conducting periodic interviews in the community, holding one on one meetings with team members, having various focus groups and maintaining regular status update reports and meetings

Management Information Systems

Microsoft Project software will be the tracking mechanism for both evaluation and reporting of the project progress. Details are included in this tool that provides an accurate picture of the progress and any slippage in times.

Periodic reports will be produced that identify activities targeted for the reporting period, property being considered as building sites, accomplishments for the reporting period as well as any issues and comments needed for project management. An example of a status report is included in appendix 3 as well as the President's report, appendix 4 and Property Pipeline report, appendix 5. A PowerPoint presentation comprises appendix 6. Additionally, February 2004 Planning Session agenda and minutes are shown in appendix 7.

Sustainability and Institutional Plan

This outline was created by information taken directly from the syllabus & the Project Design for Program Managers textbook.

- 1) Field Observation
 - a) Conduct field visitation to review effectiveness of meeting goals and mission
 - b) Work closely with Habitat for Humanity of Hocking County Ohio's Affiliate Support Manager and National Habitat for Humanity International Staff
 - c) Adhere to the Standards of Excellence as part of the triennial review process.
- 2) Financial Sustainability
 - a) Set up a system of fees for any services provided
 - b) Approach local and national donors
 - c) Initiate income-generating projects
 - d) Get in-kind services from other organizations and form networks to conduct collaborative interventions
 - e) Initiate self-sustaining activities such as tithes from Faith-Based Institutions
 - f) Provide technical assistance to other organizations to raise funds for HHHC
 - g) Solicit in-kind support such as office space, legal and accounting services
 - h) Obtain project support from the corporate sector
 - i) Initiate fundraising campaigns
- 3) Institutional / Programmatic Sustainability
 - a) Develop an institutional vision, mission, and values
 - b) Develop technical competency among staff

- c) Develop institutional evaluation systems
 - d) Conduct performance reviews
 - e) Be flexible and adapt to the changing internal and external environments
 - f) Adhere to the Standards of Excellence as part of the triennial review process.
- 4) Political and Social Sustainability
- a) Gain government support for the project and the organization
 - b) Gain community support and participation for the project
 - c) Complement and supplement long-term policies
 - d) Network and collaborate with other organizations
 - e) Form pressure groups in collaboration with other organizations
 - f) Hold advocacy meetings for the issue of affordable housing
 - g) Access the media to publicize project activities

VI. Conclusions & Recommendations

Every Community has poverty but not all organize to address it. This project, the start up of Habitat for Humanity of Hocking County Ohio, Inc., is the story of how one community has taken poverty seriously by effectively organizing to address affordable housing. The story is short, the progress equates to success and the outcome a sustainable community based organization.

Late in 2001, the local pastor of St. Matthews Lutheran Church had a gathering of a few local folks for the purpose of discussing the start up of a new Habitat for Humanity Affiliate. Habitat for Humanity International Inc., an organization that has built over 200,000 houses worldwide in over 188 countries, was started in 1976 by Millard and Linda Fuller. The Hocking County group formed and National Affiliation was actually bestowed on April 1, 2003.

The group has had sufficient challenges and equally as many opportunities. They have risen to each and grown to a solid organization just having had their second annual strategic planning session and board election. The eighteen-member board comes from diverse backgrounds, meets on a regular basis and works from a project schedule.

Strengths of the organization far outweigh the weaknesses with the recognition of the brand name Habitat for Humanity being one of the most significant success factors. Other strengths encompass the social conscience and commitments of community members, networks among the other affiliates in the state and worldwide, the actual approach to eradicating poverty housing referred to as the "theology of the hammer" and it being a Christian organization, the most important strength of all.

Weaknesses that exist in this community based organization likely plague each such group. The commitment and management of volunteers is at the top of the list. Without commitment and the integrity of the core group, the board, the group

cannot sustain itself. Habitat Hocking has had solid commitment from the board members and those in the community are now beginning to become more visible and active. Until the first house is built and another one is in the wings, the group will not be fully embraced as an integral part of the whole.

Threats currently apparent to the organization are comprised of obtaining and maintaining a steady income stream, maintaining commitment of the board, becoming a household name in the community, sustaining that visibility, effectively managing volunteers, transitioning the working board to a governing board and hiring paid staff to sustain the organization.

Some key opportunities presently available to Habitat Hocking involve partnerships with local churches, schools, corporations and other Habitat Affiliates. One local businessman has agreed to donate a storage bin located in his Flea Market. This space will be called the Habitat Barn and be used as intake and sales for select tax-deductible donations. Annual resource development activities include such activities as the Ice Carving Festival, Appalachian Auction, Habitat Sailboat Regatta, the Fall HabiFest and Santa Breakfast and Parade. They not only involve many community members, are fun, raise funds and awareness of the organization but help to fulfill the mission of eradicating poverty housing both in Hocking County Ohio and worldwide through quarterly tithes to the international fund.

Accomplishments of Habitat for Humanity of Hocking County Ohio, Inc. to date include the actual attainment of affiliation, committees established and goals set for administration, family selection and support, resource development, site selection, building construction and finance. Many partnerships have been built with local churches, businesses and government including the mayor and service director. Other such partners include Ohio affiliates and the network of resources they have built for affiliates.

Open issues include management of a non-profit board, obtaining a steady income stream, securing adequate building sites, marketing successfully and volunteer management.

It was the goal of this project to gain national affiliation, build a community based organization and at least start construction on one single family home by April 2004. Two of the three goals have been met. A house has not been built nor has a site been obtained as of February 14, 2004. Over 10 sites have been investigated and several are still actively being pursued. The board has agreed to have the first build in the city of Logan thus precluding us from accepting a 5-acre plot from a donor out in the county.

Ironically, the Ohio Department of Transportation has offered six houses for the affiliate to salvage or deconstruct with a deadline of August 2004. As well, the new mayor has contacted us to resume negotiations with a house owner whose

house has burnt. HHHC tried to get the property and raze it for the first site back in November 2003. The neighbors rose up against the idea and Habitat pulled out stating publicly that the intention of Habitat is to build community not houses. The board has now agreed to resume activities for obtaining that property and moving forward. It is not likely, however, that the timeframe will allow construction on the new home to start before the April 2004 deadline.

The Habitat for Humanity of Hocking County, Inc. is now a solid community based organization as of April 1, 2003 with the names on the partner listing over 300 and have collected funds totaling approximately \$36,000. Many people in the community who have not had any ideas of how much fun a CBO can be, nor how good it feels to be part of something organized well, have stepped forward to become part of the solution to poverty housing in the area. Actually, they have stepped up to much more than that. They have become part of a social change that will transform their community into a partnership based on love as they transform themselves with that same principle.

Recommendations

As Habitat for Humanity undertakes any future projects the following recommendations are made to effect a smooth execution of those projects. The creation of this community- based organization has been a great learning for all of the board and community members.

- Form Committees as soon as possible.
- Immediately create a project plan complete with accountabilities and timelines for each committee. Add to it as time progresses but have established goals in front of each member as soon as possible to ensure a feeling of accomplishment.
- Provide constant feedback to all volunteers as in thank you letters, phone calls and personal visits.
- Establish church partnerships first thing. Immediate and frequent contact with the churches would accelerate progress. Get a point person in each. They are a great source of volunteers for any community-based organization.
- Choose house plans immediately complete with materials listing for each.

Overall, the experience has been exceptionally positive. Making a few adjustments as mentioned above would alleviate some of the challenges faced by Habitat for Humanity of Hocking County Ohio, Inc. Most importantly of all, remember to celebrate and give thanks all along the way.