Habitat for Humanity® of Greenville County

# *DEVELOPMENT PLAN*
# *FY 2026-2027*

# ABOUT HABITAT GVL

## Mission
Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope.

## Vision
A world where everyone has a decent place to live.

## Principles
- Demonstrate the love of Jesus Christ.
- Focus on affordable homeownership.
- Advocate for affordable housing.
- Promote dignity and hope.
- Practice diversity and inclusion.
- Support sustainable and transformative development.

## Equity Statement
At Habitat for Humanity of Greenville County, we are resolute, purposeful and intentional in bringing people together to build homes, communities, and hope.
- Resolute – unwavering in our commitment to reverse disparities in our community.
- Purposeful – that our actions foster an environment where employees, volunteers, donors, and partner families feel welcome, visible, heard, respected, and supported.
- Intentional – in removing barriers from marginalized communities along class, gender, ethnic, identity, ability, and racial lines. By adhering to this commitment, our work can help counter systemic failures affecting our community.

# SWOT ANALYSIS

This SWOT analysis was completed in August 2025 by the Development Team. Overall, our organization benefits from a small yet highly capable team, a loyal base of volunteers and donors, and a strong, recognizable brand identity. By leveraging these strengths—streamlining our fundraising efforts, integrating automation into donor communications, and strengthening our marketing strategy—we will be well positioned to meet this year's fundraising goals.

## Strenghts

- personnel
  - we have a small but strong team that works well together
- mission
  - our mission is relatable, apolitical, and established
- ways to give/projects to donate to
  - people can give to the larger mission, to individual houses, or individual programs
- devoted base
  - people who love Habitat REALLY love Habitat!
- event coordination team
  - VERY strong team!

## Weakness

- data management/CRM
  - data hasn't been consistently entered since 2022-23
  - there are no data policies to ensure accurate info
- inconsistent communications (internal and external)
  - no established stewardship of donors (external)
  - no timeline for events, so often working behind schedule (internal)
  - some responsibilities fall on dev team that shouldn't (internal)
- fundraising against ourselves
  - too many events happening at once, too many people fundraising without communicating
- marketing
  - slow turnaround time, inconsistent branding, often taking on the responsibility in house even though we're outsourcing it
- events
  - too many!
- misunderstandings about mission/generational divide on awareness
- reputation among funders
  - fighting the idea that we are in financial trouble with some funders

## Opportunities

- Dinner on Ice
  - with earlier start and better marketing, can make event even bigger!
- theme builds
  - opportunity to highlight four specific builds per year while fundraising for the mission for the other 6
- comms
  - blank slate! we can make our comms plan anything we want!
- social media
  - fundraise through followers, gain more followers, increase awareness
- larger foundations
  - regional and national funders not currently on radar
- diversity donor database
  - have whole segments of the population that we do not solicit
  - Greenville's growing population brings new donors
- reputation
  - opportunity to show stability and build trust through every campaign and grant application

## Threats

- economic climate (local, state, and national)
  - federal government shutdown
  - threat of recession
  - volatility of federal and state policies
- oversaturation of the nonprofit market
  - many local housing nonprofits makes it hard to distinguish yourself
- local foundations overwhelmed
  - reduced individual giving and government grants means overwhelmed local funders
- aging donor/volunteer population
  - institutional knowledge and giving will cycle out in the next decade

# DEVELOPMENT DATA TRENDS

The below tables show data for the previous three fiscal years. It was used to inform the fundraising plan for this fiscal year.

| | FY 2026 | FY 2025 | FY 2024 | Average | Trend |
|---|---|---|---|---|---|
| **New Donors** | X | X | X | X | *X* |
| **Donor Retention** | X | X | X | X | *X* |
| **Total Donors** | X | X | X | X | *X* |
| **Annual Giving** | X | X | X | X | *X* |
| **Partnership Income** | X | X | X | X | *X* |
| **Monthly Giving** | X | X | X | X | *X* |
| **Events** | X | X | X | X | *X* |
| **Total Grants** | X | X | X | X | *X* |
| **Total Fundraising** | X | X | X | X | *X* |
| **Total Development** | X | X | X | X | *X* |

*FY26 totals include the amount of grant funding awarded, excluding government grants.

FY26 represents a strong recovery and growth year for the organization's development program, with total revenue reaching $XM (+17% over the three-year average) and fundraising revenue growing to $XM (+18%). This performance was driven primarily by a significant increase in annual giving (+55%) and a full rebound in donor retention to 55%, alongside renewed strength in partnerships and events. As a result, total donors grew to X, exceeding prior years and reflecting a more engaged and responsive donor base. At the same time, two strategic challenges remain: new donor acquisition has not yet returned to FY24 levels, and monthly giving continues to decline, representing a gap in predictable, recurring revenue. As we look to FY27, the focus will be on sustaining strong retention and revenue growth while rebuilding the donor pipeline and stabilizing recurring giving to support long-term financial resilience.

*Donor Level Breakdown*

| | FY 2026 | FY 2025 | FY 2024 | Trend |
|---|---|---|---|---|
| **$10,000+** | X | X | X | X |
| **$5,000-$9,999** | X | X | X | X |
| **$1,000-$4,999** | X | X | X | X |
| **$251-$999** | X | X | X | X |
| **$250 and less** | X | X | X | X |

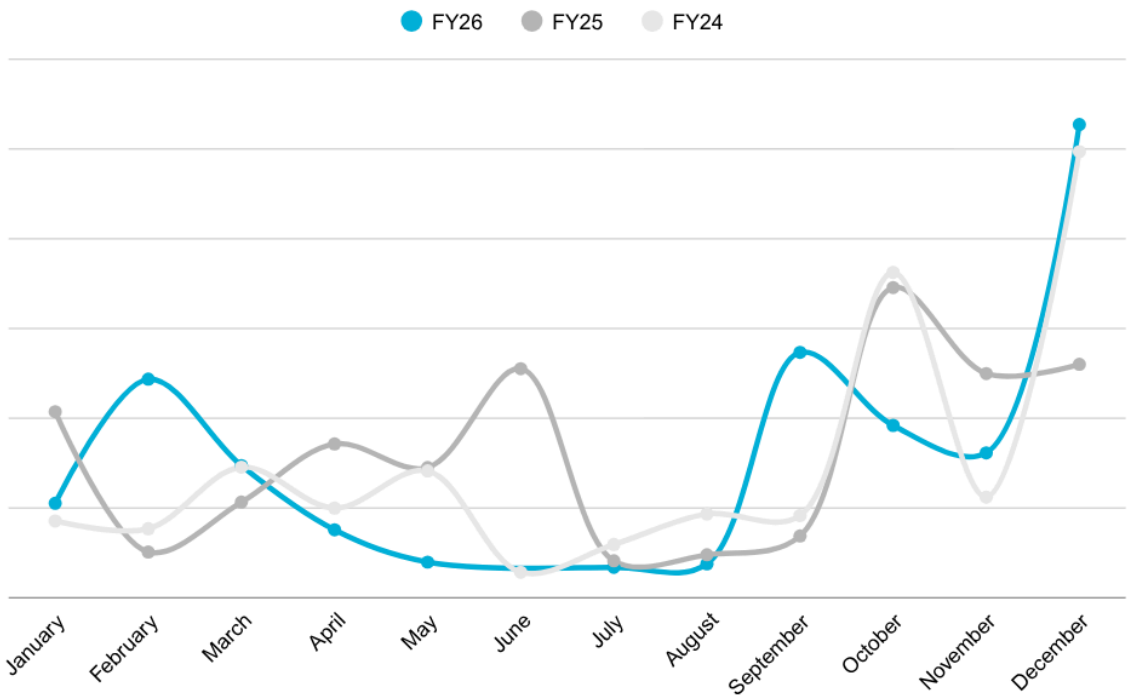
**includes grant and foundation gifts*

Our donor base expanded significantly in FY26, with strong growth in small-dollar and mid-level giving driving overall revenue increases. At the same time, our donor pyramid has shifted, with fewer donors at the $10,000+ level and modest contraction in the $5,000–$9,999 range. Encouragingly, mid-level donors ($1,000–$4,999) are giving at higher levels and lower-tier donors are growing rapidly, indicating a healthy pipeline for future major

giving. Moving forward, the primary opportunity is to strengthen upward donor movement—converting engaged lower- and mid-level donors into higher giving tiers—while rebuilding the top of the pyramid to ensure long-term revenue stability.

The change in the donor pyramid likely reflects a successful shift toward broad-based fundraising and donor re-engagement in FY26, combined with timing and capacity constraints in major gift cultivation. The result is a wider, healthier base and stronger mid-level performance, but a temporary contraction at the top. The key opportunity moving forward is to convert this expanded pipeline into higher-level giving while re-establishing consistent major donor engagement.

*Giving by Month*




This chart illustrates our monthly giving trends over the past three fiscal years and highlights both the strength and evolution of our fundraising model. Historically, revenue has been heavily concentrated in the final quarter of the year, with particularly strong performance in October and December. It is important to note that the October spike in prior years was largely driven by our former signature event, *Dinner on Ice*, which has since been retired. As a result, FY26 begins to reflect a shift away from that event-driven revenue, and FY27 will fully transition those fundraising efforts into a new early spring campaign. While year-end giving remains a critical driver of overall revenue, this change represents a strategic move toward a more balanced, year-round fundraising approach. The chart also highlights a consistent mid-year slowdown, underscoring an opportunity to strengthen engagement and giving outside of Q4 as we build a more stable and predictable revenue pipeline.

# BUDGET OVERVIEW

*Budget v. Actual*

| | Revenue Budget | Revenue Actual | Expense Budget | Expense Actual |
|---|---|---|---|---|
| **FY26** | X | X | X | X |
| **FY27** | X | - | X | - |

**expenses excluding personnel*

*Budgeted Revenue Sources*

| | Partnership Income | Foundations and Grants | Annual Gifts | Monthly Giving | Events |
|---|---|---|---|---|---|
| **FY26** | X | X | X | X | X |
| **FY27** | X | X | X | X | X |
| **FY 27 Internal Goal** | X | X | X | X | X |

# FY27 GOALS & OBJECTIVES

1. Grow and Retain the Donor Base
    a. Goal: Increase total donors from XXX to XXX by June 30, 2027, including at least XXX new donors, while maintaining donor retention at XX% or higher.
    b. Strategic Priority: Build a sustainable donor pipeline while protecting FY26 retention gains.
    c. Key Success Measures:
        i. XXX total donors
        ii. XXX new donors acquired
        iii. XX% donor retention rate
        iv. Reactivate XXX lapsed donors
        v. Complete stewardship outreach to 100% of donors in line with Development policies and procedures

2. Expand Major Donor Giving ($10,000+)
    a. Goal: Increase the number of donors giving $10,000+ from XX to XX donors, generating at least $X million in revenue through strategic cultivation, solicitation, and stewardship efforts led by staff and board members.
    b. Strategic Priority: Deepen relationships with high-capacity donors through a coordinated staff and board engagement strategy that strengthens philanthropic investment, expands major gift support, and builds long-term funding stability.
    c. Key Success Measures
        i. Increase the number of $10,000+ donors from XX to XX
        ii. Generate at least $X million from the $10,000+ donor segment
        iii. Conduct XX individual donor cultivation, stewardship, or solicitation meetings with $5000+ level donors
        iv. Secure $X in new multi-year commitments

v. Achieve 100% board giving participation
vi. Ensure each board member participates in at least two donor engagement activities annually (cultivation, stewardship, introductions, tours, or solicitation support)
vii. Complete XX board-assisted donor engagement activities annually

3. Strengthen the Mid-Level Pipeline ($5,000–$9,999)
    a. Goal: Grow the $5,000–$9,999 donor segment to XX+ donors, generating at least $X, while upgrading at least X% of FY26 donors giving $1,000–$4,999 into higher giving levels.
    b. Strategic Priority: Build the future major donor pipeline through intentional cultivation and upgrades.
    c. Key Success Metrics:
        i. XX donors giving $5,000–$9,999
        ii. $X in revenue from this segment
        iii. Move XX donors into a higher giving tier

4. Increase Annual Giving Revenue
    a. Goal: Increase annual giving revenue from $X to $X (stretch goal: $X) through expanded donor engagement, donor upgrades, and targeted annual fund campaigns.
    b. Strategic Priority: Strengthen unrestricted annual giving by increasing donor participation, donor upgrades, and average gift size, creating a broader and more sustainable base of philanthropic support.
    c. Key Success Measures
        i. $X in annual giving revenue
        ii. Increase average gift size by X%
        iii. $X from donors giving $1,000–$4,999
        iv. Maintain at least X donors in the $1,000–$4,999 segment
        v. Acquire X new annual fund donors
        vi. Achieve a X% response rate on year-end annual fund appeals

5. Grow Predictable Revenue Streams
    a. Goal: Increase recurring and committed revenue through grants, partnerships, and monthly giving while successfully transitioning former *Dinner on Ice* sponsorship investments into year-round partnership support.
    b. Strategic Priority: Increase financial sustainability by converting event-based sponsorship revenue into long-term partnerships, while growing recurring and renewable revenue streams that support year-round operations.
    c. Key Success Measures:
        i. $X in grant revenue (stretch: $X)
        ii. Achieve X% foundation renewal rate
        iii. $X in partnership income
        iv. Retain X% of former Dinner on Ice sponsors through partnership opportunities
        v. Achieve X% corporate partner renewal rate
        vi. $X in monthly giving revenue (stretch: $X)
        vii. Increase active monthly donors by X%

# FUNDRAISING ACTIVITIES & REVENUE SOURCES

## *Events and Builds*

| Activity | Gross Goal | Net Goal | Budgeted Expenses | Target Audience | Timeline |
|---|---|---|---|---|---|
| Joe Barron Golf Classic | $X | $X | $X | Past participants, corporate partners | 11/2026-03 /2027 |
| Faith Build | $X | $X | $X | Faith Community | 02/2027-06 /2027 |
| Women's Build | $X | $X | $X | Influential women in the community | 04/2027-12 /2027 |
| HYP Build | $X | $X | $X | Habitat Young Professionals | 04/2027-12 /2027 |
| Credit Union Build | $X | $X | $X | Credit Unions | 04/2027-12 /2027 |
| Swamp Rabbits Build | $X | $X | $X | DOI Donors | 04/2027-12 /2027 |
| Community-based Events | $X | $X | $X | New Donors and Volunteers | Year Round |
| Corporate Volunteer Build Days | $X | $X | $X | Community members, corporate donors | TBD with Build Schedule |
| Bourbon and Blueprints | $X | $X | $X | Previous participants, HFHGC supporters, expanded social media base | 02/2027-05 /2027 |
| ***TOTALS*** | ***$XXX*** | ***$XXX*** | ***$XXX*** | | |

## *Individual Donors and Foundation/Grant Partners*

| Activity | Gross Goal | Net Goal | Estimated costs | Target audience | Timeline |
|---|---|---|---|---|---|
| Individual Donors | $X | $X | $X | Individual donors, new donors, major donors | Year Round |
| Monthly Donors | $X | $X | $X | Individual donors | Year Round |
| Corporate Donors | $X | $X | $X | Corporate Partners | Year Round |
| Grant Funding | $X | $X | $X | Private Foundations | Year Round |
| ***TOTALS*** | ***$XXX*** | ***$XXX*** | ***$XXX*** | | |

## *Fundraising Calendar*

| July | August | September |
|---|---|---|
| • Donor Appreciation Event<br>• Direct Mailer #1 (Annual Report)<br>• Christmas Card Contest! | • Volunteer Breakfast<br>• Newsletter #1 | • Quarterly Celebration<br>• Downtown Greenville Farmer's Market |
| **October** | **November** | **December** |
| • Annual Giving Kickoff<br>• Direct Mailer #2 (EOY Giving) | • Newsletter #2<br>• Joe Barron Kickoff<br>• Christmas Card | • Annual Giving<br>• Giving Tuesday<br>• Home for the Holidays Celebration<br>• Christmas Parade? |

| January | February | March |
|---|---|---|
| ● Thank-a-Thon<br>● Direct Mailer #3 (Thank You and Tax Letters) | ● Earle Street Missions<br>● Faith Build Kickoff<br>● Newsletter #3 | ● Joe Barron Tournament |
| **April** | **May** | **June** |
| ● Baxter-Norris Kickoff (all four theme builds)<br>● Direct Mailer #4 (Baxter Norris) | ● Newsletter #4 | ● EOY Kickoff Planning<br>● Quarterly Celebration |