



Renewing Homes of Greater Augusta

2026-2030 Strategic Plan

Renewing Homes of Greater Augusta (RHGA) is a nonprofit service provider (EIN 54-1738514). The mission of RHGA is to provide critical home repairs or modifications to the dwellings of low-income, elderly, disabled, or disadvantaged homeowners in Staunton, Augusta County, and Waynesboro (SAW). RHGA was founded in 1994 as “Christmas in April” with emphasis on projects accomplished in Staunton in April. The national Christmas in April organization changed its name to Rebuilding Together. Rebuilding Together Greater Augusta (RTGA) expanded its scope of operations to year-round work in the entire SAW area. From 2001 to 2013, the organization saw significant growth in its impact increasing not only the number of jobs completed annually, but also the complexity of projects accomplished with the help of developing community partnerships.

In January of 2026, the RHGA Board met together to evaluate our organizational health, review performance trends over the past 5 years, look at opportunities for growth and improvement, and acknowledge our continued contributions to stabilizing our community’s existing affordable housing stock.

After affirming our Mission, Vision and Core Values, we articulated our desired community impact in the form of near and long-term strategic goals for the next five years in areas of:

- Volunteer Engagement
- Board Development
- Succession Planning
- Fundraising and Donor Development
- Partnerships

Strategic Framework

Vision: Our community will be a better place to live when everyone has a safe and healthy home.

Mission: RHGA’s mission is to accomplish critical repairs at no cost to income-eligible homeowners residing in Staunton, Augusta County and Waynesboro that make homes Safe, Warm, Dry, and Accessible.

Our **Core Values** include engaging **community volunteers**, being wise **stewards** of donated funds, **responding** to the needs of our community, and being **transparent** with our resources.

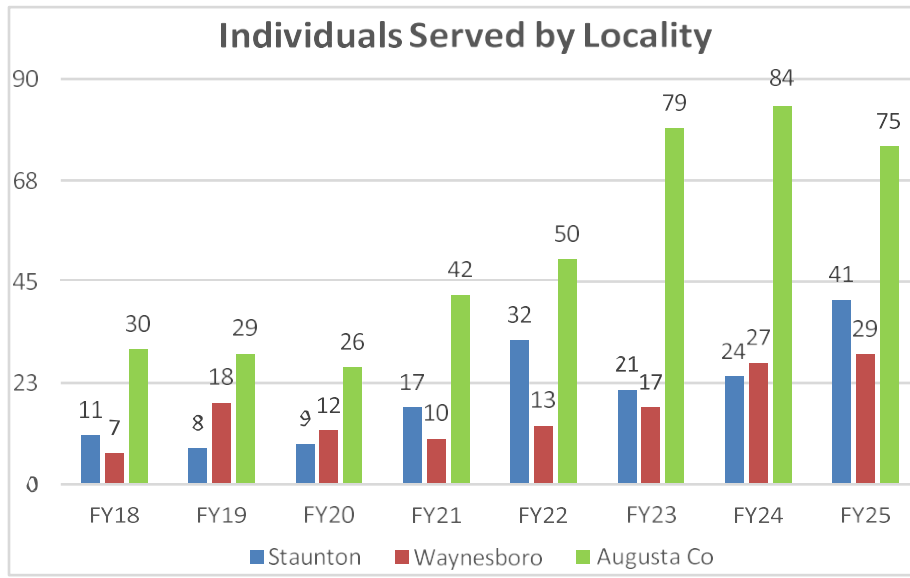
RHGA continues to form relationships with individuals, businesses, universities, churches, local non-profit partners, and municipal community housing departments to strengthen our capacity. Being the agency of last resort for many needy homeowners in our community is



Renewing Homes of Greater Augusta 2026-2030 Strategic Plan

both a high calling and an important responsibility. We believe that, through the ongoing involvement and support of the community at large, the people we serve will continue to receive the help they need.

Performance Review



Total Individuals Served:

FY23: 117

FY24: 135

FY25: 145

All RHGA's clients are considered "low-income," with incomes at or below 200% of Federal Poverty Guidelines (FPG).

Project material costs typically range between \$500-\$2,500 and address critical home repairs focusing on keeping homes warm, safe, dry, and accessible. By using volunteer labor, RHGA can complete repairs at a fraction of commercial costs, thus enabling low-income homeowners to stay in their home.

Restricted funds received through HUD Community Development Block Grants, City of Waynesboro Vitality Funds, and Navigate Housing Gives Back grants have enabled RHGA to hire contractors for projects that require licensed and insured contractors. This has greatly increased our capacity to address large structural and building code issues that would jeopardize the home's integrity and safety.

RHGA 2026-2030 Strategic Plan

Volunteer Engagement Goals

Goal #1:

By 30 Nov 2026, increase our local volunteer engagement/participation by 20% (target # tbd) by establishing a published monthly workday and reaching out to each volunteer on our list to improve visibility of volunteer opportunities.

Goal #2:

By 30 Nov 2026, RHGA will have established commitments from 3 local businesses to assist with a Community Service workday/s to increase our community visibility and create opportunities for community-minded businesses to join hands with RHGA.

Goal #3:

By 1 July 2027, we will have developed 2-3 volunteer group leaders to support Project Manager's oversight of volunteer crews to expand our service capacity by 10% (target homes served: increase to 83).

Goal #4:

By 1 January 2029, RHGA will have a robust working relationship with 3-5 licensed contractors in each of the trade areas required by our Critical Home Repair program to increase our ability to negotiate discounted or donated materials and/or labor for projects beyond the volunteer capacity.

RHGA 2026-2030 Strategic Plan

Board Development Goals

Goal #1:

By 1 Jul 2026, the RHGA Board Development Task Force (BDTF) will identify and cultivate 1-2 potential board members, ***prioritizing those under age 40***, with one or more of the skill sets identified as needed additions to the Board.

Skill sets desired for board recruitment:

- social media/marketing;
- construction trades;
- attorney (noted that we have a retired attorney on volunteer list willing to offer consultation prn)
- financial planning; institutional giving
- people with “lived experience” of our applicants
- useful connections to community

Goal #2:

By 1 Dec 2026, RHGA will have developed and implemented a new member Onboarding program with outlined responsibilities shared among staff and members.

RHGA 2026-2030 Strategic Plan

Succession Planning Goals

RHGA currently employs two hourly staff: the Executive Director and Project Manager. It is imperative to the confident sustainability of the organization's mission that emergency and long-range succession plans be developed.

Goal #1:

By 1 Jan 2027, RHGA will develop an Emergency Succession Plan for both Executive Director and Project Manager roles to address planned/unplanned absences or departures, temporary or permanent.

Goal #2:

By 1 January 2029, RHGA Board, with input from the Executive Director, will have formulated written guidance for future Executive Director Search, Recruitment and Onboarding processes.

RHGA 2026-2030 Strategic Plan

Fundraising and Donor Development Goals

Fundraising and Giving Program

RHGA has historically maintained a low organizational overhead focusing expenditure on direct service delivery. In February 2021, the Board approved addition of a Project Manager staff position to increase this direct service capacity. This subsequently freed the Executive Director from many of the project management responsibilities previously carried out. These two staff positions, along with organizational support costs (e.g. insurance, CPA consultation, financial and donor management software, client management software, and website maintenance). In FY 26, RHGA raised the capital funds to purchase a used truck for use by the Project Manager to tow the work trailer to project sites. Costs for vehicle upkeep will be added as a line item in the FY 27 operating budget.

RHGA also recognizes the responsibility of our organization to have a healthy reserve of accessible funds to respond to growth opportunities as well as to minimize the ups and downs of cash-flow during uncertain economic times.

Goal #1:

Develop a comprehensive communications strategy including impact reporting, donor stewardship touchpoints throughout the year, and compelling storytelling that connects donors emotionally to homeowners served. RHGA will increase the number of individual donors giving greater than \$100 annually by 10% each FY over the next 5 years (FY 25 donor count: 80)

Goal #2:

RHGA will establish a mechanism to track the number of individuals using tax-smart giving strategies, such as Donor-Advised Funds and Qualified Charitable Contributions, and encourage 10% growth in these donation types annually.

Goal #3:

By FY 29, RHGA will have developed 4-5 board members' skills and comfort level to create a major donor program to include 10+ donors giving \$5,000+ annually, with a cultivation strategy for planned giving and legacy commitments.

Goal #4:

As part of the annual budget development process, RHGA Executive Committee will evaluate the need for, options available, and resources required to increase staffing levels and compensation.

RHGA 2026-2030 Strategic Plan

Collaborative Partnerships Addressing SAW Housing Insecurity

Local and regional acknowledgment of the wide-ranging impact of housing insecurity on health, family well-being and community resiliency brings Renewing Homes of Greater Augusta's mission to the forefront of stakeholder discussions and action plans. We are recognized as a vital player in stabilizing existing affordable housing units to reduce the numbers seeking affordable housing alternatives in an extremely low inventory (over priced) market.

These conversations have led to new and strengthened partnerships along with credibility for leveraging funding and volunteer resources for our Critical Home Repair Program.

SAW Housing: RHGA has been a vital participant in SAW Housing since the collaborative was launched in 2023 dedicated to addressing housing insecurity in our region. Leading toward a future where housing is not a privilege, but a foundation for opportunity, dignity, and community prosperity, SAW Housing is leveraging the expertise and resources brought to the table by:

- **Community Action Partnerships (CAPSAW)** empowering residents to overcome barriers to stable housing;
- **Shenandoah Valley Partnership** encouraging economic growth and workforce development to increase housing affordability and long-term stability;
- **Valley Community Services Board** addressing the intersection of housing insecurity with mental health/substance abuse by ensuring wraparound services;
- **Community Foundation Central Blue Ridge (CFCBR)** mobilizing philanthropic support to fund housing initiatives, create housing opportunities, and invest in the well-being of our community;
- **Central Shenandoah Planning District Commission** developing data-driven housing policies and strategies that align with regional needs and long-term sustainability;
- **Augusta Health** connecting housing and health to promote overall well-being.

Staunton Partnership Memorandum of Understanding (MOU): RHGA, along with Staunton Redevelopment and Housing Authority (SRHA), Staunton Housing Corporation (SHC), and SAW Habitat for Humanity (SAW Habitat), signed a three-year MOU in November 2025 to formalize a collaborative partnership with a shared vision for housing as a foundation for economic opportunity, family stability, and community prosperity in the SAW area. This groundbreaking alliance brings together complementary expertise in public housing, affordable housing development, homeownership programs, and home repair services.

Each organization contributes unique strengths. SRHA will identify eligible residents and coordinate with federal agencies, while SHC will serve as the nonprofit development partner, acquiring and rehabilitating properties. SAW Habitat will provide homeownership opportunities through construction and volunteer engagement, and RHGA will focus on critical home repairs to preserve existing housing stock.

RHGA 2026-2030 Strategic Plan

Collaborative Partnerships Addressing SAW Housing Insecurity

ONE Waynesboro: Opportunity. Navigation. Empowerment. The City of Waynesboro in 2025-26 established a partnership and provided funding to:

- RHGA—critical home repairs
- Embrace Waynesboro—coordinated case management
- HERO—rent and utilities assistance
- LifeWorks—mini-grants to assist toward employment and River City Breadbasket grocery
- WARM—cold weather shelter and homelessness outreach

to strengthen housing stability, food security, and family well-being for Waynesboro residents.

Goal #1:

RHGA will continue to participate as a voice and a partner in the area's growing awareness of housing as a critical foundation for eliminating barriers to a better, healthier, more financially stable life.

Goal #2:

In FY 26 and 27, RHGA will enter exploratory discussions within the Staunton Partnership MOU to evaluate the role that our organization might play in strategies taking a more holistic approach to creating and sustaining affordable housing using a Neighborhood Revitalization approach.

RHGA 2026-2030 Strategic Plan

Responsible and Beneficial AI Governance Goals

Artificial Intelligence (AI) is already showing up in nonprofit management conversations. Over the next five years, it is certain to have a significant role in the successful operational and fundraising activities of nonprofit organizations of all sizes. AI is already being used informally and experimentally to learn more about its potential. As an organization that relies on the trust of our donors and funding agencies, we need to establish expectations, boundaries and accountability for AI use, so that we ensure continued trust among our donors and supporters.

Goal #1:

By 1 Jul 2026, RHGA will develop an internal governance policy to establish guidelines and best practices for responsible and beneficial use of Artificial Intelligence (AI) within the RHGA organization.

Goal #2:

By 1 Sept 2026, RHGA will identify board members, staff, and volunteers who have an interest in leading our AI adoption strategy.

Goal #3:

By Jan 2027, RHGA will have explored use of Bonterra (Network for Good) AI (Que), which maintains RHGA donor data secure within our donor management system to evaluate donor giving campaigns and recommend strategic giving campaigns.