

Home Repairs Readiness Assessment Guide

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Key Terms and Definitions

This section offers definitions for key terms used throughout the guide. Whether you're exploring formal home repair programming for the first time or building on existing knowledge, these definitions provide clarity for how the term is applied in this guide.

Term	Definition
CB	CB is an acronym used for Capacity Building
HUD	HUD is an acronym for The U.S. Department of Housing and Urban Development. HUD provides funding, guidance, and criteria for evaluating capacity-building efforts in housing, including repair programs
Housing Preservation	Efforts that maintain and improve the safety, livability, and affordability of all existing homes, vacant or occupied. Preservation includes all forms of home repair, rehabilitation, and system improvements that prevent a housing unit from becoming obsolete.
In-kind	Non-cash contributions such as materials, labor, or volunteer time that support a program. These are often used to match funding or strengthen proposals.
Logic Model	A planning tool that outlines the inputs, activities, outputs, and expected outcomes of a program. It helps explain how your work leads to impact.
MOUs	MOU is an acronym for Memorandums of Understanding. These are written agreements between organizations that outline roles and commitments in a partnership.
One-Off Repairs	Informal, often reactive home repairs completed on a case-by-case basis without a structured program or long-term plan in place.
Repair Activities	The construction-focused activities completed in a home repair program such as fixing roofs, updating HVAC systems, or making homes more accessible.
Repair Program	A formal set of systems, policies, and practices designed to deliver consistent, mission-aligned home repair services to eligible homeowners. Repair program is used to describe ALL repair program types such as Critical Home Repair, Weatherization, Environmental Hazards Controls, Accessibility/Fall Prevention, etc.
Resiliency	The ability of a home or household to withstand and recover from challenges like natural disasters, inefficient systems, or routine maintenance needs. After stabilization activities, Repairs can play a role in improving resiliency by ensuring the home can endure long-term.
Stabilization	Repairs or interventions that help a household (home & occupants) by preventing further deterioration or crisis such as critical system repairs, accessibility, and environmental hazards controls.

Who is This Guide For?

This guide is intended for affiliates who are at the beginning of their repair journey. Some are exploring repairs as a new area of service. Others may have completed one or two projects informally and are now seeking to turn those experiences into a more structured program. Wherever your affiliate falls within this early spectrum, it can be helpful to understand how this work fits within the broader concept of capacity building.

Habitat for Humanity's Capacity Building Framework divides the development of a repair program into two primary phases: **Readiness** and **Operations**. While both are important, this resource is focused specifically on the Readiness phase. The Readiness phase is where early thinking and foundational decisions take place. It includes the reflection and planning that occur before a program is launched or expanded. This is the point where leadership, staff, and partners begin to clarify what repair work could look like within their context, and where the affiliate starts exploring the systems, roles, and commitments needed to move from concept to action.

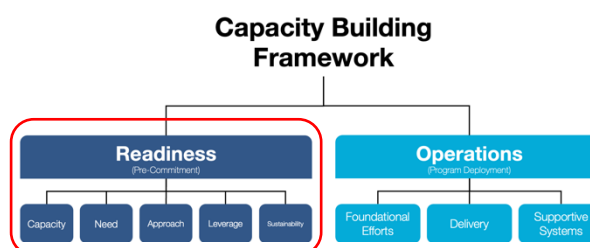


Figure a - Focus of the Readiness Guide

For affiliates at this stage, capacity building is not about implementing a repair program. It is about preparing thoughtfully for one. It focuses on understanding the conditions that support successful repair efforts and determining how those conditions show up locally.

This assessment can be completed by potential repair staff, leadership, or anyone closely involved in early planning. You do not need to formalize this process. Doing so can help surface different perspectives, align expectations, and encourage open and honest conversations about readiness across the organization. Ultimately, this guide can be used to lead early discussions, identify areas for growth, and prioritize where your affiliate may need additional support. In doing so, it helps lay the groundwork for deeper engagement and more sustainable program development over time.

By focusing solely on readiness, this guide invites affiliates to take a strategic and collaborative approach to repair capacity building, starting from wherever they are today.

How to Use This Guide

This guide is both a reflection and planning tool. Start by reviewing each section and its readiness scale descriptions to determine which level best represents your affiliate's current position. Use honest, evidence-based reflection as this tool is not an evaluation but a way to identify where to invest time and resources for the greatest impact.

Once you've completed your assessment, go to <https://readiness-app.vercel.app/> and input your readiness results. The app will automatically generate a **customized dashboard and workplan** with tailored information on:

- **Immediate priorities** to strengthen near-term capacity
- **Longer-term strategies** for program growth and sustainability
- **Practical next steps** aligned with your current readiness level

This process turns your self-assessment into a clear roadmap for decision-making, helping your team focus its efforts where they'll make the biggest difference based upon five key capacity building factors.

Understanding the Five HUD Rating Factors

The five rating factors presented in this guide are adapted from HUD's national criteria for evaluating capacity-building efforts. They provide a well-rounded framework to help your affiliate evaluate where it stands and where to focus its energy. Together, they reflect what it takes to not just to start a home repair program, but to sustain it in a way that is community-informed, mission-aligned, and funder-ready. **The five HUD rating factors are:**

1. **Capacity of Applicant** - This factor looks inward at your affiliate's current infrastructure, leadership, and staffing. It asks: Do you have the internal commitment, people, and systems needed to develop or grow a home repair program? Even if you're at the early stage, this helps gauge your ability to learn, adapt, and scale over time. - **Why it matters:** Organizational buy-in and alignment to existing staff culture is foundational to long-term sustainability of repairs. Without leadership buy-in, engaged staff, and basic administrative support, even the best repair strategy can stall or fail if it relies on a singular advocate without tangible investment for its survival.
2. **Repair Program Need** - This factor examines the need for home repair programming from both a **community** and **organizational** perspective. It includes your understanding of housing repair needs in your service area as well as your affiliate's internal reasons for seeking capacity support. - **Why it matters:** Knowing the local need and clearly tying it to your mission is essential to make the case for investment. This factor helps ensure your vision is rooted in real conditions and real gaps.
3. **Soundness of Approach** - This is all about the quality of your plan. It evaluates whether your affiliate has thought through its goals, training strategy, and plans for applying what is learned through capacity-building efforts. - **Why it matters:** A strong plan doesn't mean you have all the answers. It means you've considered your next steps, identified key roles, and are setting realistic, mission-aligned goals.
4. **Leverage** - This factor considers your affiliate's ability to build on this opportunity through additional resources, partnerships, or future funding. It also looks at whether you've positioned yourself to carry momentum beyond the grant or training period. - **Why it**

matters: Housing preservation efforts are more sustainable when supported by diverse partnerships and resources. This factor supports long-term program resilience.

5. **Impact & Sustainability** - This final factor zooms out to ask: What long-term difference will this capacity-building effort make? It looks at your vision for community impact, how well you've planned for post-grant implementation, and whether your efforts could influence your community or the broader housing sector. - **Why it matters:** The goal isn't just to launch a program. It's to build something that lasts. This factor helps you tie your capacity-building work to meaningful, measurable long-term change.

Whether you're early in the journey or preparing to scale, this guide will help your team reflect, align, and move forward with clarity and confidence. This assessment framework isn't just about checking boxes. The guide is meant to support intentional development, helping affiliates:

- Recognize gaps before they become barriers
- Connect strategic vision with operational readiness
- Make the case for funding or technical support
- Build toward sustainable, long-term impactful housing preservation outcomes in your communities.

Understanding the 15 Sub-Factors of Capacity Building

Each readiness area in this guide is divided into smaller components called sub-factors. These sub-factors provide more focused ways to examine how your affiliate is positioned to begin or grow a home repair program.

Instead of asking broad questions about a general category like capacity or need, the sub-factors help you explore what makes up those categories. For example, capacity includes several elements such as staff engagement, leadership support, and systems development. Looking at each of these individually allows for a more complete picture of where your affiliate is strong and where more support may be needed.

Sub-factors are included to:

- Help you pinpoint specific strengths and growth areas within each category
- Encourage input from different teams across your affiliate as you reflect on organizational readiness
- Support more focused planning so that your next steps are realistic and aligned with where you are starting from

As you work through the guide, use the sub-factors as prompts for internal discussion and reflection. They are meant to help you build a clearer understanding of what it means to be ready for repair work that is sustainable, strategic, and aligned with your mission. Each sub-factor includes a short **readiness scale** that describes different levels of development. These descriptions are not meant to evaluate your affiliate, but to help you honestly assess where you are today so you can plan your next steps with confidence.

Understanding the Readiness Scale

Lastly, as previously mentioned each sub-factor in this guide is assessed along a six-level readiness scale, ranging from dormant to full implementation readiness. These levels are not meant to judge or rank affiliates. Instead, they help clarify where you are now so that you can make informed decisions about where to go next. More accurately, the scale is intended to help:

- Set realistic expectations about what early-stage readiness looks like
- Identify meaningful progress even if your program hasn't launched yet
- Provide clear, actionable next steps for every stage of development

Inactive	Aware	Exploring	Planning	Preparing	Ready ✓
No connection yet between current gaps and the need for capacity building. It may not be clear how housing repair fits into your affiliate's strategy	There is general recognition that something is missing, but the connection to repair readiness is still vague. No formal conversations or plans have been made	Your team has begun to identify some internal needs or challenges. These are starting to be tied to potential repair program goals or capacity strategies	You have identified key gaps and are beginning to explore how to address them. The team is aligning around next steps and early strategies	You have clearly defined needs directly tied to repair readiness. There are drafts, outlines, or initial frameworks in place to seek support or implement improvements.	Your affiliate has a strong, actionable plan aligned with your repair program vision. You're well-positioned to pursue funding, technical assistance, or pilot implementation

Each level comes with a set of **suggestions to Improving Readiness** to help you keep progressing. This framework is not meant to suggest that your affiliate must be ready in every single area before launching a home repair program. Instead, it is designed to help you understand where your current strengths are and where there is room to grow. After all, readiness is not linear. Sometimes a funding opportunity, disaster response, or a specific community need may push your affiliate to move forward quickly, even while some parts of your internal structure are still developing.

What matters most is having a clear picture of where additional support or planning might be helpful. By identifying gaps early, you can treat them as part of your launch strategy rather than obstacles down the road. This approach allows you to move forward with greater intention, make better use of your resources, address risk, and strengthen your program as it grows to meet the opportunity ahead!

Pulling it all together!

The most effective way to use this tool is to ask each team member to assess the sub-factors independently before coming together as a group. This allows everyone to reflect honestly on what they know and have observed. When the team meets to review the results, differences in scoring can become helpful starting points for discussion. Often, one person may be aware of work already happening that others have not seen yet. Other times, scoring differences reveal places where clarity or communication may be needed.

By comparing responses, your team can build shared understanding, recognize your progress, and align on what steps to take next. **With that in mind, let's begin:**

Factor #1: Determining Capacity of Affiliate

Sub-factor: Leadership & Board Commitment

There may be an opportunity to bring leadership and your board into stronger alignment around home repairs as a strategic part of your mission. This section evaluates whether your affiliate has the internal governance and leadership alignment to support the development of a formal home repair effort. Even if your affiliate completed a few one-off repairs, this section helps identify measurable indicators of whether your board and leadership team are ready to onboard housing repair as a **strategic, mission-aligned program**, rather than an occasional activity. This first step is foundational for launching and sustaining successful programming.

Assessing Leadership Readiness

Guiding Question: How would you rate your organization's leadership and board commitment toward developing a home repair program? *(Select the readiness level that best applies)*

Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	There is no awareness or discussion of home repairs among the board or leadership team. This is not seen as a relevant or strategic topic.	<input type="checkbox"/>	📌 Begin by educating leadership on why repairs matter. Review the Housing Preservation Playbook and local data on vulnerable populations. Use storytelling or peer affiliate examples to spark interest.
Aware	Some awareness exists among leadership, but home repair is not part of formal discussions or priorities.	<input type="checkbox"/>	📌 Use board meetings to introduce housing preservation as a strategic growth area. Consider inviting an HFHI staffer or peer affiliate to present on program and how it impacts communities.
Exploring	Leadership has initiated exploratory conversations, identified potential value, or shown interest in small-scale repair activities.	<input type="checkbox"/>	📌 Form a board/staff working group to explore feasibility. Draft a short concept paper, start a light community needs scan, or review Policy 33 together.
Planning	Leadership is talking about home repairs regularly and has initiated exploratory conversations	<input type="checkbox"/>	📌 Develop a strategic roadmap or case statement. Align the board around timing, goals, and what launching a pilot would require.
Preparing	Leadership and board have taken early steps: assigning staff, approving concept drafts, including repair in strategic planning, or exploring funding.	<input type="checkbox"/>	📌 Begin developing operational components. Draft or revise a board-approved repair policy, outline a staffing or volunteer model, and prepare for internal systems development.
Ready	Housing preservation is embedded in the affiliate's strategy. Leadership is aligned, engaged, and actively preparing for launch.	<input type="checkbox"/>	✅ Move into operational readiness phase. Finalize resource allocation, have staff review the Repairs AOM , and develop out a Repair-focused Policies & Procedures manual using the P&P How to Guide



For more tools and resources for effective board development, visit the [Governance](#) section of MyHabitat.

Sub-factor: Staff Commitment to Learn and Implement Repairs

Your staff could play a key role in making repairs happen. This section evaluates your affiliate's internal staffing readiness to engage in training and apply new knowledge toward building a structured home repair program. Since your organization has not yet implemented a formal repair program, staff commitment at this stage is not measured by prior experience but by willingness, clarity of roles, and readiness to participate in capacity-building. Affiliates that dedicate staff early, particularly for learning and pilot planning, are more likely to successfully transition from informal one-offs to sustainable, mission-aligned programming.

Assessing Staff Readiness

Guiding Question: How prepared and committed is your staff to engage in training and apply what is learned to develop your home repair program? *(Select the readiness level that best applies)*







Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	No staff have been assigned or identified to participate in planning or training. There is no clear strategy or timeline for building internal knowledge.	<input type="checkbox"/>	🚩 <i>Start with internal discussions about program potential.</i> Identify who would likely lead or support repair efforts. Consider assigning exploratory roles or offering a staff interest survey to gauge sentiment.
Aware	There may be general support from leadership, but staff have shown limited enthusiasm, and participation in training or planning is not expected or encouraged.	<input type="checkbox"/>	🚩 <i>Increase internal engagement by presenting the vision and value of repairs to staff.</i> Help them understand how repair aligns with mission and creates new service opportunities.
Exploring	One or two staff have been named, but their responsibilities, time commitment, or role in future program development are unclear.	<input type="checkbox"/>	🚩 <i>Clarify roles and expectations.</i> Develop a simple staff readiness plan identifying who will participate in capacity building efforts and how learnings will be shared more broadly. Leverage the Repairs Job Description Database as a starting point.
Planning	Specific staff have been selected to engage in training and planning, though participation may be limited to select sessions or informal involvement.	<input type="checkbox"/>	🚩 <i>Build on momentum by developing a training and learning plan.</i> Align participation with key development milestones (e.g., policy creation, intake design).
Preparing	Staff have been identified, scheduled for learning, and assigned to apply new skills to planning or early implementation steps.	<input type="checkbox"/>	🚩 <i>Begin integrating learning into program design.</i> Ensure staff have time and support to implement what they learn—possibly by piloting a mock intake or draft scope of work process.
Ready	A team or cross-functional staff group is fully committed, engaged in learning, and equipped with a plan to lead development of the affiliate's repair program.	<input type="checkbox"/>	✅ <i>You're ready to formalize your program buildout.</i> To support the development of a P&P manual, begin mapping people procedures such as intake and construction project management steps to better understand role clarity.

Sub-factor: Demonstrating Internal Systems Development

Is now a good time to reflect on whether your internal systems are equipped to support a consistent and sustainable repair program? If so, this section examines the steps for evaluating and preparing the internal systems necessary to support a formal home repair program. System readiness includes administrative procedures, tracking tools, project management methods, equipment needs, and indirect cost structures. At the pre-operational stage, the goal is not to have everything built, but rather to identify existing gaps and begin mapping out improvements. A proactive approach to systems development signals to funders and partners that your affiliate is serious about launching a sustainable and compliant repair program.

Assessing Systems Readiness

Guiding Question: How well has your organization identified and planned for improvements to key systems (administrative, indirect cost impacts, equipment/tools, etc.) that support repair program readiness? *(Select the readiness level that best applies)*

Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	Your affiliate has not identified any resource needs, nor are there any tools/equipment, processes, or systems currently in place to support home repair work.	<input type="checkbox"/>	 <i>Begin by reviewing your current systems through a preservation lens.</i> Identify where your existing procedures may fall short for managing repairs (e.g., scheduling, intake, contractor management).
Aware	There is some awareness that internal systems need attention, but there is no action plan or specific strategy to address those needs.	<input type="checkbox"/>	 <i>Document known limitations and start prioritizing system areas for development.</i> Bring together staff from finance, construction, and operations to assess gaps collaboratively.
Exploring	Initial conversations have started around system improvements (e.g., tracking tools, project workflow, purchasing equipment), but no action has been taken yet.	<input type="checkbox"/>	 <i>Turn discussion into early planning.</i> Assign team members to explore solutions, gather feedback, or test lightweight tools that could support future repairs. Visit the Repairs Community on Viva Engage to see what other affiliates are doing!
Planning	System and equipment needs identified; early budgeting or pilot testing underway.	<input type="checkbox"/>	 <i>Create a system readiness plan.</i> Outline which tools or procedures will be adopted, tested, or adapted for a home repair program in the coming year.
Preparing	A written, resourced plan is in place, with staff assigned and implementation steps scheduled.	<input type="checkbox"/>	 <i>Advance into implementation.</i> Begin executing on key areas (e.g., intake database, procurement tools, contractor tracking), and ensure staff are trained and resourced for each.
Ready	A fully developed and actionable system improvement plan is in place. It is aligned with your repair launch timeline and clearly integrates systems across departments.	<input type="checkbox"/>	 <i>You are operationally ready.</i> Begin aligning internal tools with HFHI's Project Lifecycle , tracking metrics by taking Outcome Measurement Training on MyHabitat, and integrating administrative systems with compliance, finance, and evaluation processes.







Factor #2: Repair Program Need

Sub-factor: Housing Stabilization Needs

You may already have insight into housing challenges in your community, or this could be a chance to build a clearer picture using data or lived experience. This section is intended to help affiliates identify whether they have a solid understanding of the **housing repair needs** in their service area, particularly in terms of how these needs affect building structures, occupant needs and housing resilience in the face of changing conditions. At the pre-operational stage, the goal isn't to present a comprehensive housing conditions report, but rather to show that the affiliate has taken steps to understand local demand for repairs. Funders want to know: *Is there real, demonstrated need for a home repair program in your community?* Not only does this help articulate the value of this effort to funders and stakeholders in your community, but this helps inform staff and board why this effort is important so the value of this work is recognized across the organization.

Assessing Program Need Readiness

Guiding Question: How well has your organization determined housing repair needs within your community? *(Select the readiness level that best applies)*







Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	No repair-related data has been gathered. The affiliate has not conducted any formal or informal community listening or needs assessment.	<input type="checkbox"/>	 <i>Start by collecting basic local indicators.</i> Look for public health data, local housing quality reports, or census data showing homeowner challenges.
Aware	Anecdotal understanding or informal recognition of repair needs, without supporting data.	<input type="checkbox"/>	 <i>Engage local partners.</i> Reach out to agencies, churches, or nonprofits that serve vulnerable homeowners. Ask about trends they're seeing.
Exploring	Initial lists, partner referrals, or qualitative feedback collected but not analyzed or mapped to specific populations.	<input type="checkbox"/>	 <i>Begin capturing real data.</i> Track inquiries or past one-off repair requests. Start a waiting list. Use interviews or surveys to understand key repair themes.
Planning	Some specific housing stabilization needs have been identified. The affiliate has gathered examples or early data through intentional efforts.	<input type="checkbox"/>	 <i>Document needs in a simple format.</i> Create a short summary or slide deck illustrating examples, costs, and populations affected (e.g., seniors, veterans).
Preparing	The affiliate has a clear understanding of housing repair needs, supported by specific data sources, community feedback, or observable trends.	<input type="checkbox"/>	 <i>Use this data to shape your program design.</i> Align repair priorities (e.g., accessibility, roofing, HVAC) with actual community needs.
Ready	The affiliate has a strong, data-driven understanding of repair needs, including waitlists, home assessments, or external reports. There is compelling urgency and justification for program development.	<input type="checkbox"/>	 <i>You're ready to frame your case for support.</i> Use this data in funding proposals, board discussions, and early program strategy documents.

Sub-factor: Organizational Need for Capacity Building

There may be gaps within your organization that, if addressed, could strengthen your ability to offer repairs. This section evaluates whether your affiliate has taken steps to **identify internal gaps** in staffing, systems, knowledge, or operations...and how well those gaps have been connected to the need for **capacity-building investments**. Capacity building is not just about having more resources; it's about knowing where you're stretched thin, lacking infrastructure, or needing new skills to responsibly launch or scale a home repair program. This section helps you translate your organizational challenges into a compelling case for readiness support.

Assessing Organizational Need Readiness

Guiding Question: How clearly has your organization identified the need for capacity building to support or expand home repair programming? *(Select the readiness level that best applies)*

Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	No connection has been made between existing gaps and the need for capacity building. Challenges may exist, but they haven't been framed as areas requiring investment or support.	<input type="checkbox"/>	 <i>Start mapping where your affiliate feels stretched or under-resourced. Consider operations, staff roles, training needs, and tools that would be required for sustained repair programming.</i>
Aware	There is limited or vague understanding of how internal gaps relate to capacity building. No formal effort has been made to define these needs.	<input type="checkbox"/>	 <i>Hold a team conversation focused on "what's missing." Try framing it around "what would make us more prepared to run a repair program?"</i>
Exploring	Some internal gaps have been acknowledged such as staffing shortages or tool limitations but are not clearly linked to repair readiness or capacity-building strategies.	<input type="checkbox"/>	 <i>Draft a working list of needs and tie them directly to the program startup journey. For example, lack of a project manager or construction lead could delay pilot efforts.</i>
Planning	Capacity gaps identified and prioritized; exploration of internal or external strategies has begun.	<input type="checkbox"/>	 <i>Begin shaping your case for support. Define how addressing these gaps will strengthen your affiliate's ability to deliver repair services.</i>
Preparing	Defined capacity-building plan exists, aligned with program readiness goals and tied to actionable next steps.	<input type="checkbox"/>	 <i>Document these needs in a brief or capacity-building request. Consider using HFHI templates or guidance to organize them for leadership or funder review.</i>
Ready	Capacity-building investments are justified with data and directly linked to repair implementation or sustainability.	<input type="checkbox"/>	 <i>You're ready to pursue funding or technical assistance. Package your capacity needs into a formal plan that outlines the expected impact on repair readiness and implementation.</i>

Sub-factor: Urgency and Timing

Now could be a good moment to consider whether this opportunity fits your affiliate's internal needs or aligns with emerging community priorities. This section evaluates how time-sensitive a capacity-building opportunity is for your affiliate—both in terms of internal organizational priorities and external community or environmental drivers. Readiness is not just about having the right systems or leadership in place, it's also about recognizing when the timing is right to act. This section helps identify whether now is a strategically aligned, high-impact moment to build repair capacity, or whether additional groundwork may be needed first.

Assessing Timing Readiness

Guiding Question: How timely is this capacity-building opportunity for your organization's needs or community context? *(Select the readiness level that best applies)*

Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	No urgency is recognized. There are no active initiatives or external conditions prompting the affiliate to prioritize home repair capacity.	<input type="checkbox"/>	✖ <i>Evaluate community and organizational factors.</i> Consider aging housing stock, disaster vulnerability, or equity gaps that could justify a stronger repair focus.
Aware	Early signs of alignment are beginning to surface, such as anecdotal needs, mild pressure from partners, or early staff interest.	<input type="checkbox"/>	✖ <i>Begin documenting emerging needs.</i> Gather evidence or testimonials that suggest repair services are becoming more timely or relevant.
Exploring	Timing generally aligns with affiliate interest or staff capacity, but no pressing external driver is identified.	<input type="checkbox"/>	✖ <i>Assess internal capacity for engagement.</i> Confirm that timing aligns with other strategic priorities, board cycles, or staff availability.
Planning	Repair readiness fits within near-term cycles such as fiscal year planning, staffing transitions, or upcoming community initiatives.	<input type="checkbox"/>	✖ <i>Integrate preservation into upcoming planning efforts.</i> Flag this opportunity in strategic discussions, budgeting, or staff development calendars.
Preparing	Specific pressures or opportunities, such as funding, disaster recovery, or policy shifts, make this the ideal time to act.	<input type="checkbox"/>	✖ <i>Accelerate decision-making.</i> Prepare leadership and staff for active engagement. Request HFHI TA or monitor funding opportunities at HFHI or elsewhere to act quickly.
Ready	The affiliate has clearly documented, high-urgency needs—such as post-disaster conditions, policy changes, or rapid shifts in homeowner demand—that make this capacity-building moment critical.	<input type="checkbox"/>	✔ <i>Now you are ready to prioritize immediate action.</i> Seek partnerships, submit funding requests, or draft an implementation timeline while urgency remains high.







Factor #3: Soundness of Approach

Sub-factor: Clarity of Capacity-Building Goals

You may already have clear goals or ideas in mind, or this could be a helpful time to define what success would look like for your affiliate. This section evaluates whether your affiliate has developed clear, realistic, and actionable goals for how a capacity-building grant would advance your ability to design, launch, or strengthen a home repair program. Even at the pre-launch phase, having a well-defined vision for how capacity-building resources will be used is essential. Funders want to see that your team is not just aware of its needs but has a **plan** for converting those needs into achievable outcomes.

Assessing Clarity Readiness

Guiding Question: How clearly defined and realistic are your organization’s goals for this capacity-building grant? *(Select the readiness level that best applies)*







Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	No capacity-building goals have been identified. The organization has not articulated how a grant would help improve repair readiness.	<input type="checkbox"/>	 <i>Start by identifying your biggest barriers to readiness. Use those as a foundation to brainstorm goal statements such as “develop a board-approved repair policy” or “create an intake and assessment workflow.”</i>
Aware	Goals are aspirational but not measurable.	<input type="checkbox"/>	 <i>Refine your goals using SMART criteria. Focus on outcomes that are Specific, Measurable, Achievable, Relevant, and Time-bound.</i>
Exploring	Goals exist but are not fully tied to readiness outcomes.	<input type="checkbox"/>	 <i>Map each goal to a repair program need. Ask, “How does this help us get closer to launch?” and revise or consolidate where necessary.</i>
Planning	Goals include specific, measurable results tied directly to staffing, systems, or operations.	<input type="checkbox"/>	 <i>Prioritize your goals. Choose 2–3 that are most achievable and impactful, and begin outlining how progress will be measured.</i>
Preparing	The affiliate has specific, realistic goals tied directly to core elements of repair readiness (e.g., staffing, system development, training).	<input type="checkbox"/>	 <i>Link your goals to actionable activities found in the Repairs Catalog. This helps demonstrate that your goals are grounded in best practices.</i>
Ready	Goals to launch a repair program are highly detailed, actionable, and are directly supported by critical components of home repair capacity building(e.g., program design, systems, equity).	<input type="checkbox"/>	 <i>You’re ready to submit a compelling funding proposal. Incorporate your goals into a capacity-building plan or logic model that clearly shows how each step supports readiness.</i>

Sub-factor: Feasibility of Approach

This section invites you to reflect on how realistic and well-structured your plan feels and where there may be room to strengthen it. This section helps assess whether your affiliate has a **realistic and actionable plan** for engaging in capacity-building activities and applying what's learned to move toward a formal home repair program. It's not just about interest or intention, but whether there's internal clarity, assigned roles, and a practical strategy to follow through. Feasibility demonstrates an affiliate's ability to absorb learning and transform it into implementation momentum.

Assessing Feasibility Readiness

Guiding Question: How realistic and well-structured is your organization's plan for participating in training and applying what is learned? *(Select the readiness level that best applies)*







Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	The affiliate's expectations are unclear or unrealistic. There's no internal plan or understanding of what participation would require.	<input type="checkbox"/>	 <i>Clarify expectations and align with leadership.</i> Begin discussing what staff time, support, and resources will be needed to fully engage in training.
Aware	A vague plan exists, but there is no clarity around who will participate, how learning will be applied, or what resources are needed.	<input type="checkbox"/>	 <i>Sketch out a basic participation outline.</i> Define who should attend, how time will be allocated, and what outcomes you hope to achieve from training.
Exploring	Some details are emerging, such as staff interest or time availability, but the plan still lacks full structure or coordination.	<input type="checkbox"/>	 <i>Draft a participation strategy.</i> Identify roles and develop a rough schedule for training engagement and post-training application.
Planning	A realistic plan is in place, including a basic strategy for participation and application of learning. Key team members are identified.	<input type="checkbox"/>	 <i>Share the plan with your team.</i> Confirm buy-in and explore how to embed training into regular workflows or strategic goals.
Preparing	The plan includes clear structure, responsibilities, and timing. Participants are confirmed and internal processes are in place to support engagement.	<input type="checkbox"/>	 <i>Assign accountability.</i> Ensure participants know what they're responsible for and how they'll be supported in applying what they learn.
Ready	The plan is strong and feasible, with clear pathways for participation, structured application of learning, and accountability for follow-through.	<input type="checkbox"/>	 <i>Get started and document and track implementation progress.</i> Use post-training check-ins, planning sessions, or integration tools to sustain momentum after capacity-building support ends.

Sub-factor: Alignment with Program Outcomes

You might find alignment between your goals and the broader aims of capacity building. This section evaluates how closely your affiliate's approach connects to the overarching **goals of capacity building**, including readiness, sustainability, and long-term repair program success. While some affiliates may be focused on solving immediate needs, this rating factor helps assess whether you're building with a long-term vision in mind and whether your plan contributes to the broader impact goals of the program.

Assessing Alignment Readiness

Guiding Question: How well does your organization's approach align with the program's intended outcomes of building capacity and sustainability? (*Select the readiness level that best applies*)

Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	There is no clear connection between the affiliate's proposed activities and the outcomes the program is trying to achieve.	<input type="checkbox"/>	 <i>Review the program's capacity-building goals and logic.</i> Re-express your own needs and goals using the language of sustainability, scale, and repair impact.
Aware	There is limited or unclear connection to program outcomes. Efforts may be ad hoc, short-sighted, or not fully articulated.	<input type="checkbox"/>	 <i>Translate your internal needs into aligned outcomes.</i> Ask: "How does this activity help us sustain or expand our capacity over time?"
Exploring	Some elements of the plan show alignment, but the focus remains short-term or implementation-specific.	<input type="checkbox"/>	 <i>Broaden the lens.</i> Begin linking tactical efforts (e.g., training, policy development) to strategic outcomes like program longevity or service equity.
Planning	The affiliate's goals and strategies reflect clear alignment with capacity-building priorities and include a moderate long-term vision.	<input type="checkbox"/>	 <i>Add durability to your plans.</i> Incorporate long-term indicators like staff retention, system sustainability, or expanded service pipelines.
Preparing	The approach shows strong alignment with the goals of capacity building and is clearly geared toward sustainability and strategic impact.	<input type="checkbox"/>	 <i>Position your approach for funders and partners.</i> Show how today's investments lead to future resilience, efficiency, and growth.
Ready	The plan is fully aligned with long-term outcomes, including sustainability, systems change, and the affiliate's ability to deliver home repair services over time.	<input type="checkbox"/>	 <i>You are positioned for scalable impact.</i> Use outcome frameworks or the Quality of Life Framework to communicate the full value of your approach.



For more tools and resources on program Measurement, Evaluation and Learning (MEAL), visit the [Outcome Measurement](#) section of MyHabitat.







Factor #4: Leverage and Impact

Sub-factor: Commitment to Seeking and Using Additional Resources

Whether you have support identified or are still exploring, this section measures your affiliate's willingness and preparedness to **identify, secure, and apply additional resources** such as financial, volunteer, technical, or in-kind to advance capacity-building and repair readiness. Affiliates that demonstrate proactive planning for resource generation are more likely to scale and sustain their efforts beyond short-term capacity building funding.

Assessing Commitment Readiness

Guiding Question: How committed is your organization to contributing or seeking additional resources to support capacity-building goals? *(Select the readiness level that best applies)*







Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	No additional resources have been identified or discussed. There is full reliance on the grant to support capacity-building work.	<input type="checkbox"/>	 <i>Initiate resource mapping.</i> Brainstorm internal and external sources of support, such as unrestricted funds, board engagement, or in-kind donations.
Aware	The organization has expressed interest in seeking resources, but no plan or specific actions have been taken.	<input type="checkbox"/>	 <i>Draft a simple plan.</i> Identify one or two target sources (e.g., local foundation, donor base) and outline basic next steps for engagement.
Exploring	A few additional resources have been identified, but the plan for using or expanding them is limited or undeveloped.	<input type="checkbox"/>	 <i>Strengthen resource connections.</i> Assess the feasibility of each source and begin coordinating outreach or proposal planning.
Planning	A moderate plan is in place to seek new or complementary resources in support of repair readiness goals.	<input type="checkbox"/>	 <i>Align resources to specific goals.</i> Map each funding or support opportunity to a tangible program milestone (e.g., staff training, system software).
Preparing	Resource development plan identified and partially activated; efforts to diversify funding or partnerships are underway.	<input type="checkbox"/>	 <i>Activate multi-channel resource development.</i> Engage board, development staff, or partners to help secure the identified resources.
Ready	Defined, ongoing resource plan operational, with new funding or partnerships already leveraged.	<input type="checkbox"/>	 <i>You are now ready to formalize your strategy.</i> Create a resourcing timeline or funding matrix to guide your team and demonstrate readiness to funders.

Sub-factor: Partnerships and Collaborations

You may already have partnerships that could support your work or see opportunities to build new ones that enhance your capacity. This section evaluates how well your organization has **identified and activated partnerships** that can enhance your ability to build capacity. These can include housing coalitions, local governments, contractors, health providers, or community organizations, especially those aligned with repair outcomes.

Assessing Partnership Readiness

Guiding Question: How well has your organization identified partnerships that can strengthen your capacity-building effort? *(Select the readiness level that best applies)*







Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	No partners or collaborators have been identified. Capacity-building is being approached in isolation.	<input type="checkbox"/>	 <i>Survey your local network.</i> Identify who is already working in housing, health, or aging services and explore shared interests.
Aware	Some potential partners have been discussed internally, but there has been no outreach or engagement.	<input type="checkbox"/>	 <i>Initiate informal contact.</i> Reach out to one or two potential partners to gauge interest in supporting your efforts. Start with Area Agencies on Aging or the Housing department at your local municipality.
Exploring	Potential partners identified and showing informal interest.	<input type="checkbox"/>	 <i>Clarify partnership roles.</i> Consider a partner kickoff meeting or letter of support that outlines alignment and intentions.
Planning	Partners engaged through meetings or early coordination efforts.	<input type="checkbox"/>	 <i>Define collaboration points.</i> Establish when and how partners will be engaged and what roles they will play as your program grows.
Preparing	Partnerships formalized or providing active contributions.	<input type="checkbox"/>	 <i>Develop MOUs or working agreements.</i> Solidify terms, expectations, and contributions to demonstrate aligned investment.
Ready	The affiliate has well-established partnerships with aligned goals, clear roles, and mutual commitments that support and enhance capacity-building outcomes.	<input type="checkbox"/>	 <i>Document partnership impact goals now that you are ready.</i> Map how collaboration advances shared goals and strengthens repair program development.

Sub-factor: Potential for Leveraging Beyond the Grant Term

This could be a useful time to begin thinking about how your efforts might continue after the grant ends or even grow into long-term impact. This section measures your organization's ability to **sustain or expand** its capacity, partnerships, or resources after grant support ends. Strong candidates will show how investments made during the grant period will generate durable outcomes, whether through systems, funding, or partnerships.

Assessing Leverage Readiness

Guiding Question: How well positioned is your organization to sustain or grow partnerships, resources, or outcomes beyond the grant period? *(Select the readiness level that best applies)*

Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	No sustainability or continuation planning has been done. The affiliate sees the grant as a one-time opportunity.	<input type="checkbox"/>	 <i>Shift to long-term thinking.</i> Ask, "What would we need to keep this going?" Start a basic sustainability conversation with your team.
Aware	A few ideas exist for sustaining efforts, but there's no clarity or plan for how to make them work.	<input type="checkbox"/>	 <i>Identify key sustainability levers.</i> These could include policy changes, new staffing models, fee structures, or ongoing partner support.
Exploring	Some sustainability strategies have been identified but remain informal or incomplete.	<input type="checkbox"/>	 <i>Outline your best option.</i> Choose one or two strategies (e.g., volunteer pipeline, shared equipment) and begin building out details.
Planning	Vision extends one to two years and connects to immediate goals or participation in the grant.	<input type="checkbox"/>	 <i>Link your plan to results.</i> Ensure your sustainability strategies are tied to outcomes that the grant helped achieve.
Preparing	Vision extends three to five years and aligns with the affiliate's strategic or housing plan.	<input type="checkbox"/>	 <i>Build support for sustainability.</i> Communicate the plan to stakeholders and explore funding, training, or partnership supports.
Ready	A strong, actionable sustainability plan is in place, with specific follow-up steps, responsible parties, and transition supports identified.	<input type="checkbox"/>	 <i>Incorporate sustainability into all aspects of planning.</i> This includes data tracking, communications, and partner development strategies.







Factor #5: Impact & Sustainability

Sub-factor: Vision for Sustained Program Impact

You may already be imagining what a long-term home repair program could look like. This section supports your affiliate in identifying a **clear, strategic, and forward-thinking vision** for continuing home repair work beyond initial grant activities. A strong vision ties your preservation efforts to broader community needs and reinforces your organization's long-term mission alignment.

Assessing Vision Readiness

Guiding Question: How clear and forward-looking is your organization's vision for sustaining a home repair program in your community? *(Select the readiness level that best applies)*







Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	No vision has been developed or articulated. The affiliate has not considered sustainability.	<input type="checkbox"/>	 <i>Start with your "why."</i> Revisit your mission and community data. Ask how repair work advances long-term impact for your population.
Aware	A vision may exist, but it is vague, undeveloped, or disconnected from future planning.	<input type="checkbox"/>	 <i>Facilitate a visioning session.</i> Engage staff and board in crafting a shared vision for a sustainable, strategic repair program.
Exploring	A vision exists but is weakly connected to community needs or lacks clarity.	<input type="checkbox"/>	 <i>Ground your vision in need.</i> Use data, testimonials, or trends (aging in place, health equity, disaster recovery) to sharpen your purpose.
Planning	A moderately clear vision exists and is partially tied to goals for participation or growth.	<input type="checkbox"/>	 <i>Link your vision to a theory of change.</i> Clarify what short-, medium-, and long-term impacts your repair work will generate.
Preparing	A clear, compelling vision is established and aligned with identified community needs.	<input type="checkbox"/>	 <i>Share and test your vision.</i> Include it in presentations, grant proposals, or conversations with stakeholders to build momentum.
Ready	A strong, strategic vision exists for how preservation efforts will grow and create lasting impact. The affiliate is aligned and positioned to pursue it.	<input type="checkbox"/>	 <i>Embed the vision into strategy.</i> Use it to guide operational plans, budgets, partnerships, and staffing for long-term sustainability.

Sub-factor: Plan for Applying Capacity Post-Grant

This is a chance to think through how your organization might carry forward what you learn and build during the grant period. This section gauges whether your organization has a **realistic and structured plan** for using the knowledge, tools, and systems developed during the grant period once external funding ends.

Assessing Long Term Planning Readiness

Guiding Question: How effectively has your organization planned to apply knowledge and systems developed during the grant period after funding ends? *(Select the readiness level that best applies)*







Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	No plan has been created to apply capacity after the grant period. Work may stop without continued support.	<input type="checkbox"/>	 <i>Identify key takeaways.</i> Ask, “What do we want to keep using?” Consider tools, systems, roles, or relationships that should continue.
Aware	A general idea may exist, but the plan is vague or lacks practical application steps.	<input type="checkbox"/>	 <i>Draft a post-grant checklist.</i> Outline what actions, resources, or follow-up steps will be needed to sustain momentum.
Exploring	A general plan is in place but lacks detail or feasibility around staffing, funding, or operations.	<input type="checkbox"/>	 <i>Stress-test your plan.</i> Evaluate potential obstacles and begin addressing how to manage them once grant support ends.
Planning	A moderately developed plan outlines how to carry forward some grant-funded activities.	<input type="checkbox"/>	 <i>Clarify timing and roles.</i> Assign who is responsible for implementing post-grant actions and create a light project timeline.
Preparing	A clear and realistic implementation plan is ready for transitioning grant-supported tools and learning into standard practice.	<input type="checkbox"/>	 <i>Build internal accountability.</i> Ensure follow-up actions are baked into your team’s workplans or dashboard systems.
Ready	Capacity-building outcomes integrated into staff roles, policies, and budgets to ensure continuation.	<input type="checkbox"/>	 <i>Share your post-grant strategy.</i> Communicate to stakeholders how investments made now will generate long-term value.

Sub-factor: Broader Community Benefit

There may be ways your capacity-building efforts could support or inspire others in your community or sector. This final factor evaluates your organization's ability to **demonstrate impact beyond internal goals**, including benefits to your local community, peer organizations, or the broader sector. Affiliates with high readiness can show how their capacity-building efforts will strengthen equity, knowledge-sharing, or housing outcomes more broadly.

Assessing Long Term Community Impact

Guiding Question: How well does your organization demonstrate that its capacity-building participation could benefit the broader community or sector? *(Select the readiness level that best applies)*

Readiness	Readiness Indicators	Check One	Improving Readiness
Inactive	No community or sector impact has been identified. The focus remains entirely internal.	<input type="checkbox"/>	 <i>Start by asking, "Who else could benefit?"</i> Consider local coalitions, municipal leaders, or community groups aligned with your work.
Aware	Limited recognition that capacity-building could have broader effects, but no articulation of how or for whom.	<input type="checkbox"/>	 <i>Explore shared outcomes.</i> Identify overlap between your goals and those of external groups (e.g., aging in place, blight reduction).
Exploring	Some potential for wider impact described (e.g., informal partnerships, peer learning, or pilot activities) but not tied to a strategy or outcome.	<input type="checkbox"/>	 <i>Clarify how others are impacted.</i> Use examples of indirect beneficiaries (e.g., neighbors, public health) or shared systems.
Planning	Specific community or sector impacts identified, such as improved homeowner services, shared tools, or expanded local partnerships. The affiliate can name who benefits and how.	<input type="checkbox"/>	 <i>Gather testimonials or local feedback.</i> Use data or quotes to reinforce your broader value proposition.
Preparing	A clear and compelling case for community benefit is documented. Examples may include shared data practices, replicated tools, or partnerships that address local housing challenges at scale.	<input type="checkbox"/>	 <i>Track ripple effects.</i> Begin measuring indirect impacts like increased referrals, cross-sector collaboration, or civic engagement.
Ready	The affiliate demonstrates measurable, sustained community or sector-wide benefit. This includes replication of practices by others, regional collaboration, or policy contributions that strengthen home repair ecosystems.	<input type="checkbox"/>	 <i>Disseminate your insights.</i> Share your impact through networks, reports, presentations, or peer learning groups to lift the field.

Conclusion: Turning Insights into Action

Now let's put it all together! Use this dashboard as a snapshot of your affiliate's current readiness across critical factors that influence the success of a home repair program. While some areas may already show strong alignment and capacity, others may reveal early-stage development or foundational gaps. That is exactly what this tool is designed to surface.

RATING FACTOR	Inactive	Aware	Exploring	Planning	Preparing	Ready
Leadership Commitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Commitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Systems Readiness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational Needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Urgency & Timing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goals Clarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plan Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outcome Alignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Leverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long-term Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capacity Integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Benefit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Rather than aiming for perfection across all categories right away, use this dashboard to:

- **Spot where you're weakest** and build from there.
- **Identify areas that require deeper planning or investment**, such as staffing, systems, or partnerships. Get those discussions into staff agendas to maintain momentum.
- **Start topical conversations** that engage key staff, board members, and community partners in shaping the next steps. Incremental improvement is still improvement!
- **Use the readiness stages** (Inactive, Aware, Exploring, Planning, Preparing, Ready) as a shared language to track growth over time.

Actionable Next Steps

Consider creating a short-term action plan for the next three to six months based on your readiness profile. This might include inventory of internal systems that are needed to support repairs, clarifying your goals, or connecting with HFHI for support. Wherever you are on the journey, the goal remains the same: to build lasting, mission-driven repair capacity that supports the health, safety, and dignity of the people and communities you serve!

[End of Document]

