



Strategic Plan

2023 – 2027

Dear Friends,

In January 2021, Habitat for Humanity Portland Region was officially formed through a merger of two successful Habitat affiliates. Since then, the organization has experienced tremendous growth and built our capacity to have a greater regional impact. During this same time, we have seen increased pressure on the housing market due to significant price escalation on construction materials and labor, followed by rapidly rising mortgage interest rates, and a housing crisis exacerbated by the pandemic.



A severe lack of housing supply is the leading cause of our region's housing crisis. The critical niche that Habitat is working to address is the lack of affordable first-time homeownership opportunities. At a time when so many are struggling to afford a place to live, there is no question that we need to be innovative and bold with our plans for the future.

This plan calls on Habitat to increase our impact by partnering with approximately 200 households annually, bringing stability to over 600 people every year. We will accomplish this by doubling the number of critical home repairs and building more new homes through partnerships with mission-aligned developers.

Our dedication to closing the homeownership gap in communities of color will continue to be a top priority for Habitat for Humanity. We will launch a new Black homeownership initiative focused on removing barriers to homeownership for foundational Black households.

The foundation of this plan will be investments in our organization's health and resilience. We believe that building a stronger, more cohesive, inclusive, and resilient organization will set us up to successfully and holistically tackle the growing housing affordability crisis. This will include our efforts to continue on the path to being a fully anti-racist organization, elevating diversity, equity, and inclusion as an organization-wide priority.

With your support, we will advance our vision of creating equitable and resilient communities across the region. The excitement is building. Let's get to work!

In Partnership,
Steve Messinetti
President and CEO

A handwritten signature of Steve Messinetti in blue ink.



Build, Preserve, and Finance



Connect and Engage People



Advocate



Repair



Habitat for Humanity Portland Region strives to create equitable and resilient communities. We do this by:

- Supporting homebuyers that have been systematically excluded from homeownership.
- Creating equitable access to affordable homeownership by building and repairing homes.
- Prioritizing community well-being through partnerships and long-term relationships.
- Mobilizing our community to create and advocate for safe and affordable housing.



Build, Preserve, and Finance

- Partner with 110 households annually in becoming homeowners with a focus on Black, Indigenous, and people of color.
 - Build and sell 60 homes annually through Habitat's signature homebuilding program.
 - Launch a new program focused on partnering with mission-aligned developers to escalate affordable homeownership production across the region. Support an additional 50 homebuyers annually with buying homes built by partner developers.
- Double Home Repair Program by partnering with 75-100 households annually. Prevent displacement of homeowners with low incomes across the region through critical repairs and accessibility upgrades, allowing homeowners to safely age in place.
- Launch Black homeownership initiative focused on removing barriers to homeownership for foundational Black households. Foundational Black families are descendants of people who were enslaved.
- Advance homeownership opportunities for ITIN borrowers. An ITIN is an Individual Tax Identification Number (ITIN) issued by the IRS and can be used as a form of ID for individuals. ITIN loans are a unique kind of loan for people without Social Security numbers, which are typically required to obtain mortgage loans.



Advocate

- We will advocate to:
 - Increase the supply and preservation of affordable housing stock.
 - Improve access to capital. Remove barriers to homeownership and improve homeowner longevity and success.
 - Uphold land use approaches that center on inclusion, density, and mixed-income communities.
 - Stabilize communities by expanding access to all types of affordable housing solutions needed for our community to thrive.
- Explore a region-wide advocacy campaign to close the homeownership gap for communities of color.

Values



EQUITY: We commit to undoing systemic inequities and to being an anti-racist organization.

ENGAGEMENT: We mobilize our community through meaningful action.

COLLABORATION: We magnify our impact through enduring partnerships.

COMMUNITY: We create opportunities for connection and community resiliency.

ENVIRONMENT: We minimize our environmental impact and build a more sustainable future.



Connect and Engage People

- Engage more volunteers and donors in meaningful action to advance Habitat's mission.
- Integrate anti-racism awareness and responsibility into all Habitat engagement and connection work.
- Create and implement a plan to diversify our donor and volunteer base to better reflect the communities served.
- Expand community development program by creating engagement and leadership development pathways centering residents and Habitat homeowners in target neighborhoods.



Invest in Organizational Health & Resilience

- Continue the path to being a fully anti-racist organization by implementing a measurable equity plan of action that includes increasing racial diversity of staff to 40% people of color and board of directors to 50% people of color.
- Care for our people and equip our staff for success by growing our team's capabilities, developing an internal communications strategy, and training managers on effective listening and communication.
- Conduct financial resource and asset planning to support growth by developing and implementing plans to support resilient funding and operations.
- Open two additional ReStores to further fund our work.