



# Strategic Plan Strategic Direction

2010 - 2014



## Executive Summary

**H**ABITAT FOR HUMANITY PORTLAND/METRO EAST was officially formed on July 1, 2008, out of a merger between Mt. Hood Habitat for Humanity and Portland Habitat for Humanity. This strategic plan is the final activity that completes the merger process and serves as a blueprint toward accomplishing our vision of a community where everyone has a simple, decent, affordable place to live, and where poverty housing is unacceptable.

We joined forces to maximize our impact in serving families in Multnomah and northern Clackamas counties. By combining the resources and staff of two Habitat for Humanity affiliates, we are now poised to more effectively respond to the growing needs in our community. During our planning process this past year we saw a dramatic rise in the number of hardworking families in need of a helping hand to get back on their feet. It is in response to this increasing need that we present this aggressive roadmap for our organizational growth from 2010 to 2014.

We are proud that at least 88 cents of every dollar directly supports Habitat's homebuilding program

and that, since 1981, more than 150 homes have been built in Portland and Gresham for hardworking, low-income families.

It is on this successful foundation that we prepare to take a new step forward toward our future. This five-year plan will guide our efforts to engage the community in our mission in more profound ways, to connect Habitat homebuyers more surely to their neighborhoods, and to form partnerships that bring out the very best in all of us.

For families, this plan will help them make a successful transition to homeownership by expanding services. It will broaden and deepen Habitat's opportunities for volunteer engagement. The plan will also allow us to increase the number of homes we build as well as raise the capital needed to acquire available land before it is lost to market-rate development.

It is in this context that Habitat for Humanity Portland/Metro East board and staff commit to the vision, values, and goals of this plan.



## Letter from the Executive Director



EVERY DAY IN MULTNOMAH AND NORTHERN CLACKAMAS counties, low-income, hardworking families struggle to find affordable places to live. Rapidly rising rents force these families to live in unsafe, unhealthy, and crowded conditions. These families often have to move once or twice a year in search of rents that stay within their reach. Because of this, children transfer from school to school, affecting their learning and their self-esteem.

Our mission of working with the community to build simple, decent, affordable homes with and for these families has resulted in over 750 local moms, dads, and kids permanently escaping poverty housing. We believe in this mission because we have seen first-hand how affordable homeownership impacts families, children, and neighborhoods.

- Families have a chance to experience stability, build equity wealth, and have something tangible to pass on to their children.
- Children are healthier and safer. They do better in school, have higher self-esteem, and feel more hopeful toward their future.
- Neighborhoods are improved, as a stable affordable home allows kids to stay in the same school, and parents to invest more in their community which benefits all.

In order to reach the aggressive goals outlined in the following pages, we must deepen our relationship with volunteers, donors, sponsors, and government leaders who share our belief that each Habitat home not only creates a powerful vehicle for ending intergenerational poverty, but also serves as a long-term asset to the community.

Now more than ever, our neighbors need our hand to get back on their feet. Thank you for joining us in this work to ensure all families in our community have the opportunity to enjoy the stability, the security, and the dignity of a decent, affordable home.

In partnership,

A handwritten signature in black ink that reads "Steve Messinetti".

Steve Messinetti  
Executive Director



## Vision

*A community where everyone has a simple, decent, affordable place to live and where poverty housing is unacceptable.*

## Mission

*We create successful homeownership by partnering hardworking families in need with the community to build healthy, affordable homes.*

## Values

- **Diversity and Inclusiveness** – We believe that all people deserve a simple, decent place to live and have something to contribute in building homes and helping our communities. We welcome people from all walks of life to partner with our program.
- **Homeownership** – We believe in the power of homeownership to encourage hope, build equity, and transform lives. A healthy, stable home improves the quality of life, both for the family and the community.
- **Families as Partners** – We believe that dignity is promoted not simply by living in an adequate house, but by fully contributing to the process of building and buying that home and helping others acquire adequate shelter.
- **Volunteerism** – We believe in the volunteer spirit and are committed to offering rewarding volunteer experiences.
- **Stewardship** – We are committed to excellence, to efficient use of our financial, environmental and human resources, and we are accountable to our funders, volunteers, and family partners.
- **Collaboration** – We strive to create strong, productive partnerships with organizations and area housing providers toward our common goal of eliminating substandard housing.



## Programmatic Goals and Strategies

**1. Increase the number of new and renovated Habitat homes in Portland/Metro East service area from 150 to at least 260 by 2014.**

- Acquire an inventory of land sufficient to meet program needs and sufficient for long-term land banking, focusing on neighborhoods with greatest need in Portland and Gresham.
- Construct new single-family and multi-family sustainably built homes.



**2. Habitat partner families make a successful transition to homeownership, equipped to succeed financially and become contributing members of their community.**

- Provide support to families participating in the Habitat program.
- Support equity development among Habitat homeowners while maintaining affordability to the family.
- Expand services to families to help them connect to their communities, respond to multi-family homeownership, and preserve the quality of their homes.
- Provide comprehensive education program that includes both pre- and post-purchase counseling.



**3. The hearts and minds of Habitat's constituents and the general public are transformed such that poverty housing becomes unacceptable.**

- Broaden and deepen Habitat's opportunities for volunteer engagement.
- Increase awareness, understanding and action in support of affordable housing.
- Build strong presence within the affordable housing community helping shape the environment in which Habitat works.



## Organizational Goals and Strategies

### *1. Habitat has the organizational leadership and capacity to implement the plan.*

- Recruit leaders to serve on the Board of Directors.
- Hire and support professional staff to lead program implementation.
- Create leadership/advisory council to provide increased community connections.

### *2. Habitat has adequate revenue from a diversity of sources to meet full breadth of mission activity.*

- Expand financial support from individuals.
- Expand on successful Habitat ReStore program.
- Expand financial and in-kind support from local corporations.
- Manage mortgage assets to leverage funding to support organizational and production capacity
- Seek grant support for special projects and capacity building efforts.
- Increase support and revenue from specialty builds.

- Raise additional public and private resources by conducting a special fundraising campaign.

### *3. The public understands and values the work of Habitat.*

- Create a clear and common message about the work of Habitat in the Portland Metro area.
- Promote Habitat through electronic and print materials, and via public media outlets.

### *4. Habitat has the systems and infrastructure to fully support the work of the organization.*

- Document policies and procedures that guide operations.
- Have board and operating committee structure that best supports the plan.
- Expand the data management capacity of the organization.
- Develop financial structures that supports long-term sustainability and growth of organization.

