

Community Partners for Affordable Housing

Full Strategic & Equity Plan 2022-2026



COMMUNITY PARTNERS
FOR AFFORDABLE HOUSING



Our Mission & Values

Our Mission:

Community Partners for Affordable Housing advances equitable communities and housing justice through developing sustainable and long-lasting housing, providing our residents with services for stabilization and growth, and connecting people who are unhoused with a place to call home.

Our Values:



CPAH values diversity, equity, and inclusion. We are a culturally affirming and responsive organization. We prioritize communities who have been historically and are currently underserved so that our housing, services, and workplace meet the needs of diverse individuals and cultures.



CPAH values our residents' experience and perspective. We build housing for people, provide trauma-informed services and building design, and prioritize lived experience.



CPAH values stable, affordable, and sustainable housing. Housing is integral to healthy communities and is a platform for individual and family success.



CPAH values collaboration. We partner with community-based organizations, with funders and local governments, and especially with the people we serve who are central to the work we do.



CPAH values advocacy. We advocate for housing justice in the communities we serve.



CPAH values environmental sustainability. CPAH protects and preserves the environment at every opportunity in our current and future buildings, services and workspaces.

Equity Statement

Community Partners for Affordable Housing is dedicated to building the way home to a more equitable and anti-racist community.

Housing is a human right and is essential for our communities to be strong, healthy, and vibrant. Access to quality housing should never be determined by a person's race, ethnicity, gender, sexual orientation, ability, age, religion, or any other characteristic based on identity. Community Partners for Affordable Housing endeavors to create an equitable world by building quality housing and providing access to that housing; housing which serves as a platform for choice, strength, and stability, and is available to our residents for as long as they need it.

Yet building is not enough. We recognize the impacts of systemic racism, trauma, and poverty. We are committed to creating opportunities for our residents to succeed in life while holding hope for a better world by providing stable housing, as well as economic and educational opportunities. CPAH is also dedicated to creating healthy living environments to support and further environmental justice. We commit to listening to our residents; each individual is their own best expert in their life, and the most qualified to determine what they need.

Together, as partners, we can co-create a world where everyone thrives.

CPAH Strategic Plan

GOAL 1. Maintain CPAH Organizational Health

The health and vitality of our organization is the foundation that allows us to continue our mission and serve the people who need housing the most.

OUTCOME 1 Financial Stability and Self Sufficiency

STRATEGY 1 Improve cash flow and performance for current assets

STRATEGY 2 Ensure self-sufficiency of each future project

STRATEGY 3 Fully integrate Finance Director into the housing work

STRATEGY 4 Support new Fundraising Manager

OUTCOME 2 Effective and Successful Staff

STRATEGY 1 Build the bench for internal staff; develop internal leadership, cross train, create more opportunities at different levels of expertise

STRATEGY 2 Create succession plan for executive director transition

STRATEGY 3 Continue to review and refine equity plan

OUTCOME 3 Effective and Successful Board

STRATEGY 1 Provide ongoing training to the Board, with a focus on policy, finance, and equity

STRATEGY 2 Continue to build board membership to meet organizational needs, including a focus on members who reflect the communities we serve

OUTCOME 4 Environmental sustainability as a core tenet of all CPAH activities

STRATEGY 1 Continue to engage in learning opportunities regarding sustainability

STRATEGY 2 Develop plan throughout the organization – resident services, asset management, agency operations and housing development

GOAL 2. Fortify Equity

Equitable outcomes for our residents, staff, and community must be lived. We are committed to continual learning, confronting barriers for growth, and evaluating our efforts to ensure we can improve as an equitable and anti-racist organization.

OUTCOME 1 CPAH promotes equitable outcomes for diverse residents through culturally affirming services.

STRATEGY 1 Make Resident Services accessible to residents who speak languages other than English

STRATEGY 2 Evaluate outcomes for residents with an equity lens by collecting and comparing data across demographic groups

OUTCOME 2 CPAH's internal culture values racial and social justice, lived experience, and continued learning.

STRATEGY 1 Staff and Board learn together to build a shared awareness of various forms of oppression

STRATEGY 2 Center the experiences of residents in marketing materials, grant applications, and other copy by incorporating justice-oriented language

STRATEGY 3 Create spaces for open discussion of oppression-related experiences and processes for resolving and learning from oppression-related conflicts

OUTCOME 3 CPAH aligns its recruiting, staffing, and contracting practices with its commitment to racial and social justice.

STRATEGY 1 CPAH contracting for housing development and all of CPAH operations furthers racial and social justice

STRATEGY 2 CPAH's partnerships further racial and social justice

STRATEGY 3 Implement recruiting and staffing policies and practices that advance racial and social justice

STRATEGY 4 Ensure that recruitment for board members creates opportunities for diverse candidates

GOAL 3. Enhance Residents' Experience

The need for affordable housing and life sustaining services is only growing, and CPAH is committed to evolving our work to meet that need.

OUTCOME 1 Center Residents in the work we do

STRATEGY 1 Ensure Resident Services programs are sufficient and relevant to residents.

STRATEGY 2 Ensure supportive housing services are sufficient and relevant to residents.

STRATEGY 3 Ensure property management services are sufficient and supportive of residents

OUTCOME 2 Effective communication with residents

STRATEGY 1 Determine ways to enhance resident communications

STRATEGY 2 Strengthen and utilize the Resident Advisory Committee (RAC)

GOAL 4. Maintain, strengthen, and expand lines of business

The need for affordable housing and life sustaining services is only growing, and CPAH is committed to evolving our work to meet that need.

OUTCOME 1 Stable and responsive services

STRATEGY 1 CPAH continues to prioritize its responsibility to provide services to its own residents

STRATEGY 2 Expand CPAH Resident Services to non-CPAH communities

STRATEGY 3 Achieve proficiency in providing services for people experiencing homelessness for Washington County

OUTCOME 2 Continuous housing development

STRATEGY 1 Explore additional opportunities for developing housing

STRATEGY 2 Create an acquisition fund for timely purchase of property

STRATEGY 3 Explore different opportunities for housing type

OUTCOME 3 Strong and Responsive Asset Management Program

STRATEGY 1 Explore opportunities for contract asset management

STRATEGY 2 Cross train staff so expertise is shared throughout the organization

OUTCOME 4 Seek new opportunities in expanded geographic areas

STRATEGY 1 Expand development into Yamhill, Marion, Multnomah, and Clackamas Counties with primary focus remaining in Washington County

STRATEGY 2 Collaborate with existing community based and culturally specific organizations in expanded areas when possible

GOAL 5. Partner for Program Enhancement and Advocacy

Partnerships are core to who we are as Community Partners for Affordable Housing, and the strength of these relationships are how we foster mutually beneficial programming and produce impactful results.

OUTCOME 1 Strong partnerships with community organizations

STRATEGY 1 Create a strategy for building partnerships to serve our residents

OUTCOME 2 Strong relationships with coalitions and jurisdictions

STRATEGY 1 Create a strategy for participation in coalitions and jurisdictions

STRATEGY 2 Advocate as a housing justice organization