

Community Partners for Affordable Housing

Strategic & Equity Plan 2022-2026



COMMUNITY PARTNERS
FOR AFFORDABLE HOUSING

Dear Community Partners:



The world today is so different than it was five years ago, and we have no way of knowing what will happen over the next five years. This kind of uncertainty makes strategic planning even more important. It is the way we stay centered so that our values, mission, and goals guide us while we navigate a shifting and changing world. Our plan, presented here, truly charts a course for CPAH as we continue Building the Way Home for our residents and to create resilient, thriving communities.

Over the next five years, CPAH will continue to be part of the solution in a region where not everyone has a safe and stable place to live, where equity cannot be assured, where thousands do not know where they will sleep to-night. We know how we do this work matters, so we continue to emphasize our relationships with partners, our commitment to equity, and the engagement of the residents and participants we serve.

Time moves quickly and soon it will be 2027. Once again, CPAH will be considering a new strategic plan. My deep hope is that as we reflect back, we will see that this current plan has provided a strong foundation for creating lasting change in our community and in the lives of the people we house.

From all of us at CPAH, thank you for your partnership.

Warmly,

Rachael Duke

Executive Director

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.

Since CPAH's last strategic plan, many things have changed both within our organization and within housing access, advocacy, and our ability to serve people in our region. Here are a few highlights of the changes in recent years.

Looking Back

- In 2015, CPAH had 8 staff. We have since doubled and we are continuing to grow, with 4 new staff expected to join within the next 6 months!
- We completed 2 new communities, Cedar Grove in Beaverton and Red Rock Creek Commons in Tigard, providing another 92 apartment homes to people in our community.
- CPAH strengthened its asset management program, including a rehabilitation project at Village at Washington Square.
- Our Services have expanded to help people experiencing homelessness find housing and have the support they need to stay housed.
- We dedicated more effort towards eviction prevention and housing stabilization services for our residents, and our eviction rate is currently less than 1%.
- CPAH Board and Staff have diversified with 25% of staff and 44% of the board identifying as BIPOC. CPAH also has 81% of staff and 44% of board members who identify as female and 6% as gender-fluid.

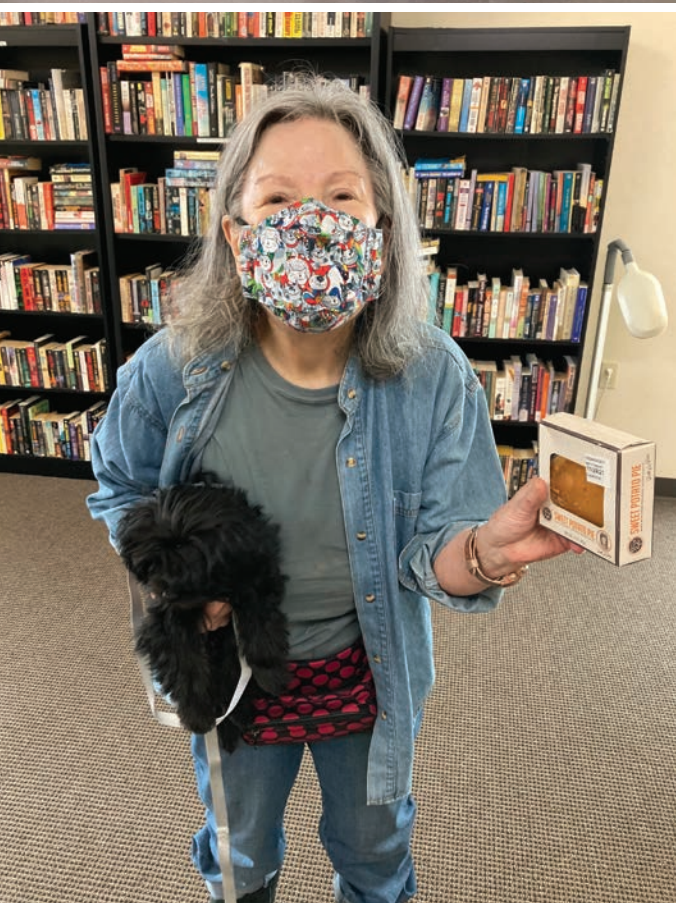
Looking Forward

- CPAH is developing succession plans for key staff to ensure the health and longevity of the organization and our ability to serve residents.
- We will continue to expand the services we offer to support more people with stable, secure housing.
- We will have completed Plambeck Gardens in Tualatin, The Joyce in downtown Portland, and Woodland Hearth in Tigard, adding approximately 244 new affordable homes for people in our community.
- We will continue to strengthen our asset management program, and improvements will be made at Oleson Woods and Greenburg Oaks.
- CPAH will continue to grow our team to further our mission of building affordable housing and providing services to support our residents.



Highlights from CPAH's new Strategic Plan 2022-2026

- **CPAH is committed to quality housing** for the long-term, which requires ongoing management to be responsible stewards for the resources we have.
- **CPAH's internal culture values racial and social justice, lived experience, and continued learning.** We do this by examining and recalibrating our internal systems and external outcomes. CPAH's new strategic plan was designed to facilitate our commitment to living this value.
- **CPAH centers residents in the work we do.** We build housing for people of all ages and life experience. Their needs and dreams inform the programs and services we offer to strengthen resident stability and success.
- **CPAH develops resident leadership through its Resident Advisory Committee.** Two residents currently serve on CPAH's Board of Directors.
- **The best way to end homelessness and housing instability is to provide a family or individual with an affordable home.** Creating new homes remains core to what CPAH does.
- **CPAH has exemplary resident services** and continues to grow the program to serve more people. The resident experience is central to housing stabilization efforts and CPAH will be offering resident services beyond CPAH Communities.
- **CPAH's many partnerships allow us to expand** our capacity to serve our residents, be culturally responsive, and build community across broader sectors of our region. CPAH is committed to continuing to develop strong partnerships to evolve our work.





Home is...

- A gathering place for family and friends
- Stability
- Safety and Security
- Serenity
- Belonging
- Family memories
- A place where kids can feel safe
- Where stories are written
- Comfort
- Rejuvenation
- Community
- Being a good neighbor

• *CPAH is...
a hope for home*



PO Box 23206
Tigard, OR 97281-3206
Phone: (503) 293-4038
cpahoregon.org

CPAH
COMMUNITY PARTNERS
FOR AFFORDABLE HOUSING