

Strategic Plan

Fostering Resilience,
Accelerating Impact
FY25-FY27

Great Falls, Montana

Mission & Vision

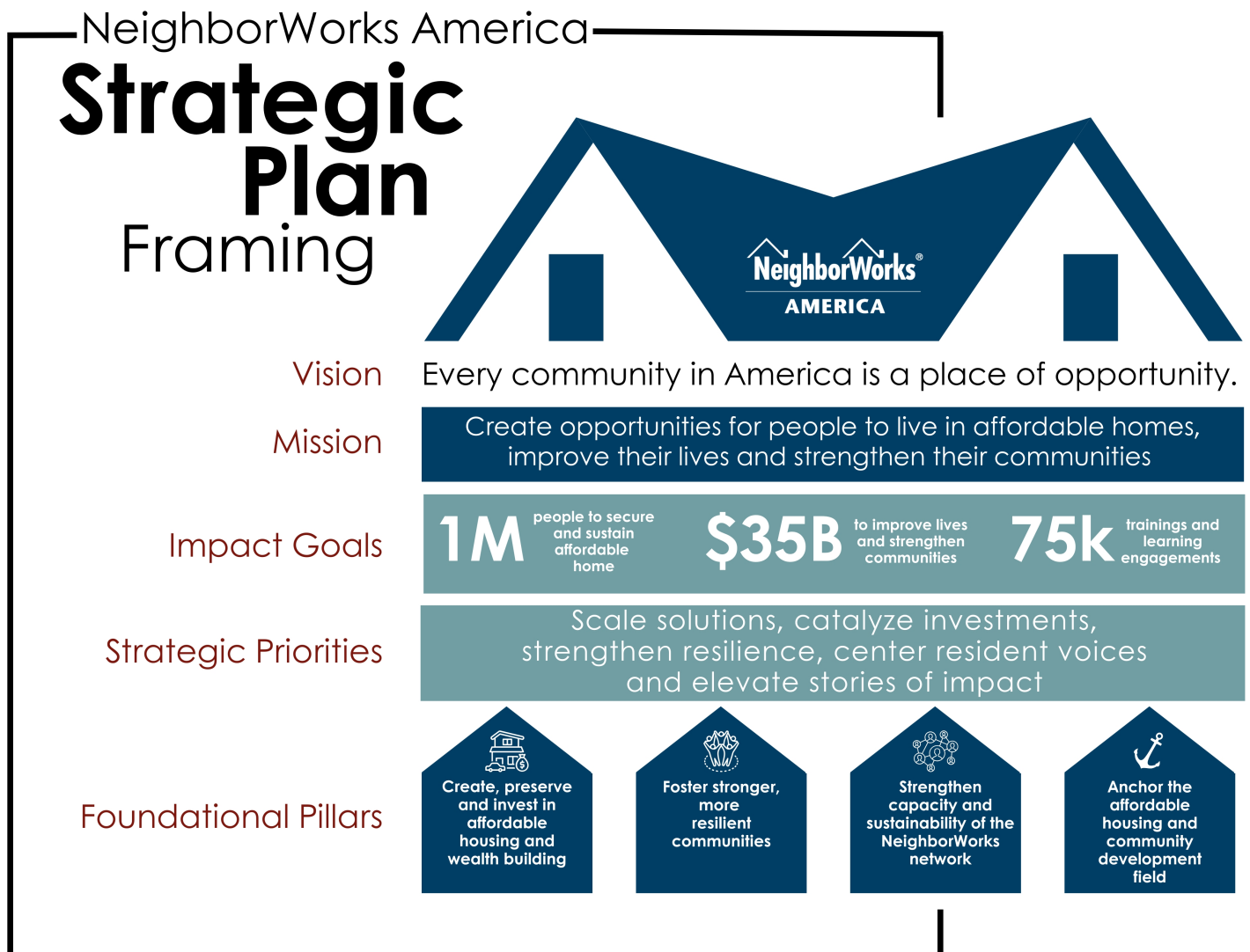
NeighborWorks America creates opportunities for people to live in affordable homes, improve their lives and strengthen their communities. We strive to make every community a place of opportunity.

For more than 46 years, NeighborWorks America has strengthened communities by expanding access to affordable housing and fostering economic resilience. Across urban, suburban and rural areas including Native lands, our work has empowered families, preserved homes and built new pathways to generational wealth. As the nation faces a growing housing crisis, shifting demographics and increasing disaster-related challenges, the need for bold, community-driven solutions has never been greater. Our **FY25–FY27 Strategic Plan** is a call to action that prioritizes **scaling impact, preserving existing homes and expanding the supply of affordable housing**, because **by creating homes, we are building America** and ensuring that every community is a place of opportunity.

Impact Goals (FY25–FY27)

NeighborWorks America and its network will:

- ▶ Enable **1 million individuals** to secure and sustain affordable homes.
- ▶ Leverage **\$35 billion in investments** to improve lives and strengthen communities.
- ▶ Deliver **75,000 trainings and learning engagements** to equip leaders, residents and professionals.



Strategic Priorities

NeighborWorks America will advance five strategic priorities to **increase affordable housing, empower communities, expand access to capital and preserve and build housing supply**:

1

Scale Promising Solutions for Affordable Housing, Wealth Building & Housing Supply

- ▶ Preserve existing affordable housing stock through investments in rehabilitation and preservation strategies.
- ▶ Expand innovative models like shared equity housing, ADUs and manufactured homes to increase affordability.
- ▶ Promote financial resilience and homeownership stability through counseling, lending and wealth-building programs.
- ▶ Leverage the power of the NeighborWorks network to develop and share best practices.

2

Catalyze Investments in Affordable Housing & Communities of Opportunity

- ▶ Strengthen network capacity to attract and deploy capital, including federal funding and philanthropic investment.
- ▶ Expand access to fair mortgage financing and down payment assistance for historically under-resourced communities.
- ▶ Partner with funders and financial institutions to increase investments in community development initiatives.

3

Strengthen the Resilience of the NeighborWorks Network

- ▶ Support business sustainability initiatives to help network organizations navigate changing market conditions.
- ▶ Expand leadership development and talent pipelines to retain executive directors and diversify leadership.
- ▶ Enhance training and technical assistance to help organizations access disaster resilience and recovery funding.

4

Center Community & Resident Voices

- ▶ Promote community-led decision-making by increasing resident leadership training and engagement.
- ▶ Integrate resident-driven strategies into comprehensive community development initiatives.
- ▶ Strengthen local advocacy and support for community-based solutions.

5

Strengthen NeighborWorks' Brand & Story of Impact

- ▶ Elevate stories of impact to highlight the importance of access to affordable homes and vibrant communities
- ▶ Strengthen and expand partnerships to broaden and deepen impact
- ▶ Improve data storytelling, digital and other outreach to raise the visibility of housing needs and promising solutions

NeighborWorks America recognizes the need for a strong, resilient operating environment to support and enable its five strategic priorities. This includes strengthening its own internal operations, sustainability and culture.



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