

MASSACHUSETTS AFFORDABLE HOMEOWNERSHIP ALLIANCE



Homeownership Is the Key

“I am so relieved and happy and all of the feelings. I feel so blessed to be through this process...and to have bought a home with equity in!”

— David, MAHA and STASH graduate who bought his home in February 2024



INTRODUCTION

For over 30 years, the Massachusetts Affordable Housing Alliance (MAHA) has been a leader in providing support for homebuyers and homeowners and advocating for programs that close the racial homeownership gap in Massachusetts. As a co-founder of what is today the ONE Mortgage program, and creator of the STASH down payment matched savings program for first generation homebuyers, MAHA has been an innovator and partner in the fight for affordable homeownership. Since 1985, MAHA has worked with over 48,000 potential homebuyers, connecting them to the educational and counseling resources, and affordable financing programs, needed for successful homeownership that builds financial security and generational wealth.

MAHA works with people from all backgrounds that may have limited income, savings and access to credit that are barriers to getting a traditional mortgage. Through MAHA's Home Buyers Union, many graduates become grassroots advocates and community leaders in calling for additional city, state, and federal support for first time homeownership. MAHA's campaigns have resulted in \$10 billion in public and private investment in affordable housing.

In Fall of 2023, MAHA engaged with Community Action Partners (CAP), a volunteer consulting program of the Harvard Business School Association of Boston, to develop MAHA's next strategic plan. The project offered MAHA staff and its Board of Directors an opportunity to review MAHA's mission and vision, values, and Theory of Change, and develop new strategic goals and metrics for the next five years.

As MAHA envisioned the future, we kept coming back to the heart of our mission: Homeownership. Everyone in Massachusetts deserves equal access to affordable, sustainable homeownership. We know this is not the current reality. One only needs to look at our egregious racial homeownership gap to know homeownership is unattainable for so many but especially for people of color. In 2023, the rate of white homeownership in MA was 70.4% while the rate for Black households was 37.4% and Hispanic households was 31.9% (Prosperity Now, 2023 Assets and Opportunity Scorecard). It's time for us all to get serious about closing the racial homeownership gap.

Homeownership is the key. To keep homeownership in the heart of the conversation, MAHA is changing our name. The Massachusetts Affordable Housing Alliance is now the Massachusetts Affordable Homeownership Alliance.

This strategic plan will take us to 2029. We envision a state that is working to alleviate the housing crisis and close the racial homeownership gap. We're ready to get to work. Let's increase access to affordable, sustainable homeownership for everyone in Massachusetts.

MISSION, VISION, VALUES

- **Mission:** MAHA breaks down barriers facing first-time and first-generation home buyers and owners through education, counseling, advocacy, and grassroots organizing.
- **Vision:** Equitable access to security and stability through affordable sustainable homeownership.
- **Values:**
 - ◆ We approach our work with passion for our mission.
 - ◆ We treat everyone with respect, dignity, and compassion.
 - ◆ We actively listen.
 - ◆ We are transparent in our interactions with others.
 - ◆ We seek to meet and exceed the expectations of our clients.
 - ◆ We harness our collective power.

DETAILED GOALS AND ACTIONS

Goal 1: Create Innovative New and Enhanced Programs to Increase the Number of Successful First Time and First-Generation Homeowners



- Continue to pursue, fund and pilot new programs such as Credit Builders, Rent-to-Own, ADU and Lottery Agent.
- Enhance the Education offering and delivery that is impactful and interactive.
- Develop and seek funding for additional post-purchase support programs.
- Support select developers with organizing and homebuyer education.

Goal 2: Ensure the Success of STASH, Increasing Program Grants to First-Gen Homebuyers Ten-Fold

- Reposition marketing of the program to HCAs, realtors, and mortgage lenders.
- Improve participant-to-buyer success rate to 50% from current 25%.
- Reduce the cost of savings program administration.
- Manage workload to deliver 35 buyers per FTE to STASH staff of 6 at \$5MM grants



Goal 3: Continue to Build Statewide Visibility and Influence, Doubling the Number of Advocates

- Improve MAHA's capacity and systems for grassroots and digital organizing, including metrics.
- Lead a coalition of HCAs and assist in their organizing of clients.
- Amplify MAHA's voice through a proactive media strategy.
- Increase participation in statewide panels, commissions and advisory boards.



Goal 4: Triple Annual Giving and Build a Major Donor Program



- Update MAHA's website and newsletter to better convey its impact and policy agenda.
- Engage the Board of Directors in fundraising, including establishing a development committee.
- Identify and begin outreach to high-capacity donors.
- Build a communication strategy to include MAHA's branding and publish an annual report.

Goal 5: Invest in the Infrastructure Needed for Growth and Success

- Improve process and systems for client data collection; develop better methods for measuring homeownership outcomes.
- Add headcount to support program growth.
- Continue to invest in people development and skills training.
- Support ED by hiring an Associate ED to oversee programs, finance, and administration.



ACKNOWLEDGMENTS

This strategic plan is based on input from many members of the MAHA community. We acknowledge and thank the following individuals for their contributions to this effort:

The Community Action Partners (CAP), Harvard Business School Association of Boston team — Kevin Breunig, Doug Cogswell, Gerry Fine, Bill Guthlein and Doug Williams

MAHA Staff — Ava Atkinson, Devan Callahan, Symone Crawford, Michelle Crockett, Jessie Dambreville, Norene Davidson, Anthonina Fenelon, Jen Gordon, Thea Madan, Shauntelle McKain, Elizabeth Nova, Sarah Paulino, Ana Loza Perez, Hillary Pizer, Percy Stallworth, Cortina Vann, and Regina Waters

MAHA Board — Acia Adams-Heath, Kenzie Bok, Thadine Brown, Jim Campen, Ashley Carvalho, Esther Dupie, Grady Eason, Ed Frechette, Lucille Andrew Marius, Shannon O'Malley, Sonia Singh, and Carlos Vargas

Clark Zeigler, Massachusetts Housing Partnership (MHP)

Chrystal Kornegay, MassHousing

Sheila Dillion, Chief of Housing, City of Boston; Director of the Mayor's Office of Housing (MOH)

Rachel Heller, CHAPA

Tom Callahan, Partnership for Financial Equity

Soni Gupta, The Boston Foundation

Micheal Semizoglou, Needham Bank

Leslie 'Les' Lacatte, Home America Realty

Glennys Gil, HarborLights Homes

Heidi Archibald and Shannon Pyne, Housing Assistance of Cape Cod

Bob Credle and Gercide Luc, Urban Edge

Cathy Mercado, Jennifer Phengdara, Nelly Portuhondo, Merrimack Valley Housing Partnership

Araceli Rivera, Manager, Way Finders

Amanda Glennon, NeighborWorks Housing Solutions

PHOTO CREDITS

Lisa Fischer Photography: cover photo, goals 2, 3 & 4, and inside back cover
lisafischerphotography.com

Kay Joplin Photography & Videography: goals 1 & 5
kayjoplin.com

Create Innovative New and Enhanced Programs to Increase the Number of Successful First Time and First-Generation Homeowners

1

Ensure the Success of STASH, Increasing Program Grants to First-Gen Homebuyers Ten-Fold

2

Invest in the Infrastructure Needed for Growth and Success

5

Continue to Build Statewide Visibility and Influence, Doubling the Number of Advocates

3

Triple Annual Giving and Build a Major Donor Program

4

MAHA



MAHA breaks down barriers facing first-time and first-generation home buyers and owners through education, counseling, advocacy, and grassroots organizing.

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