

Brighter Strategies

Better process Brighter results



Strategic Plan

2023 - 2027

Our Strategic Planning Process

Our comprehensive strategic planning process with a REDI lens began with multiple stages of conversations and data collection with our stakeholders.

In the first stage, we held **six focus groups, 15 interviews**, and a **strategic priorities survey** dedicated to gathering the perspectives of different groups within APAH. This population included residents, APAH staff, and board members. Given our current realities, we questioned our strengths and weaknesses, how we could grow, and how to better serve the industry.





In parallel, we partnered with the REDI committee to unpack the outcomes of the data-gathering process. We engaged the APAH workforce and other identified stakeholders in deeper conversations about REDI strengths, pain points, and potential recommendations.

With the expertise of our consultants at Brighter Strategies and the APAH Strategic Planning Committee (made up of the board vice chair, past board chair, and APAH executive leadership), we analyzed this data. We identified key opportunities for the future that builds on our strengths and aim to solve our vulnerabilities.

The final plan results from seven facilitated meetings held with APAH staff and board in the form of a retreat and multiple committee meetings where each participant's input was gathered. The plan includes a revised Mission and new Vision Statement that reflect our purpose and five bold goals with strategies that articulate where we will focus our future energy to achieve our Vision.

During this process we recognized that racial equity, diversity, and inclusion is a core value of APAH through which we make decisions across the organization. As a next step, along with our branding and implementation efforts, we plan to clearly articulate this and other core values.

Our Vision

Everyone deserves a place to call home - a foundation to live their dreams.

Our Vision for Racial Equity

'We acknowledge the history of racial injustice in our country and the specific impact that racial discrimination and structural racism has had on the housing industry. The legacy of redlining, discriminatory financial practices and disinvestment continue to have an impact on communities of color, particularly for African Americans.



We believe that everyone has a right to housing and having a safe place to call home. Housing is a platform for stability, community connection and economic opportunity, and for too long the benefits afforded by stable housing have been extended inequitably. As real estate developers, service providers and affordable housing advocates, we strive to approach our work with an anti-racist lens in order to contribute to the creation of a more equitable and inclusive community for all.

The work of racial equity is never done, but at APAH we commit to deepening our focus and strengthening our actions to pursue racial justice and promote equity.



Our
Mission

We exist to provide quality affordable housing and resident-centered programming to help our residents make the most of their home.



Goal

Contribute to the region's affordable housing supply by increasing APAH's portfolio to 7500 households.

Strategies

- Create an expansion strategy with metrics in Virginia, Washington, D.C., and Maryland that seeks to achieve faster growth, capitalize on economies of scale, further our racial equity commitments and have a more significant impact on residents within the region.
- Pursue creative financing options (e.g., new capital sources) for acquisitions and new construction of affordable housing, as well as redevelopment of APAH's existing portfolio.
- Develop an acquisition strategy to add and maintain the affordable housing stock.
- Strengthen the asset management role at APAH and incorporate it directly into the acquisition and development process.
- Evaluate environmental sustainability, investment, and impact in our portfolio.



Goal

Ensure Resident Services support
APAH households across all
properties.

Strategies

- Create a scalable strategy for resident services that outlines key milestones to generate consistent support across properties.
- Identify resident needs beyond affordable housing and identify and partner with relevant organizations and services to fill those needs.
- Ensure quality programming through data collection and program evaluation.
- Increase engagement with residents to ensure their voice is heard through the development and execution of resident services.



Goal

Partner with residents
in meeting their financial
wellness goals.

Strategies

- Encourage and engage residents in post-secondary and college education readiness pathways.
- Leverage and invest in partnerships with local non-profits and financial institutions to provide financial education and resources for residents.
- Ensure residents have access to employment services
- Assist residents who are positioned for that next step with homeownership pathways.
- Continue to prioritize that residents are stably housed and staff are prepared to activate the necessary tools to keep residents housed.



Goal

Communicate the positive effects of affordable housing and promote the necessary funding and policies.

Strategies

- Create and maintain a clear policy plan for APAH that sets a **direction for the organization, staff, and residents.**
- Incorporate residents' voices and perspectives when developing communications related to APAH's advocacy efforts.
- Build and leverage partnerships at the local, state, and federal level to support initiatives surrounding advocacy.
- Deepen relationships and communicate more with decision-makers in all jurisdictions.



Goal

Be an employer of choice

Strategies

- Create an inclusive environment where employees feel **valued, respected, appreciated,** and **supported.**
- Retain staff and attract candidates by **implementing competitive compensation** and **benefits.**
- Implement professional development and career advancement opportunities at every level within the organization.
- Update and create organizational and board policies, systems, and governance to align with organizational growth.

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Thank you

