



Strategic Plan

2018 – 2022

Housing the future



Our Values

Compassion
Integrity
Collaboration
Innovation
Excellence
Impact

Our Mission

To develop, preserve and own quality affordable places to live; to promote stability and opportunity for our residents; and, to advocate with the people and communities we serve.



A letter from our president

When families have stable, affordable homes, their children achieve in school, parents succeed at work and neighbors support one another. Today, our region faces an unprecedented challenge of housing affordability. Attractive urban communities like Arlington have lost almost 90% of their market affordable housing over the last 15 years. Income inequality is rising dramatically.

Since 1989, APAH has worked to develop attractive, caring communities that provide low-income households, persons with disabilities and the formerly homeless a stable home.

Over the next five years, APAH is committed to doing even more to meet the real and growing needs the communities we serve. This brochure highlights our strategic goals, shaped by four central commitments:

Deepening our Commitment to Arlington—by working to achieve the goals of the Affordable Housing Master Plan, expanding services to residents, and expanding community engagement.

Expanding the Geography We Serve—by extending our experience to neighboring jurisdictions that face housing affordability challenges.

Sharpening our Resident Focus—by expanding resident involvement in our programs, operations and governance.

Increasing Community Impact—by engaging residents, fellow non-profit organizations, and the public sector in reducing barriers and increasing opportunity for low-income households.

APAH is excited about working with both old and new partners as we embark on this new strategic plan. We look forward to seizing new opportunities to build inclusive, diverse, and caring communities for all. We invite you to join us on the journey.

A handwritten signature in black ink, appearing to read "Nina Janopaul".

Nina Janopaul
President and CEO

Strategic Goal I:

Create new communities of stability and opportunity by building or acquiring 800 homes by 2022

Having a range of housing affordable to individuals from all walks of life strengthens our economic competitiveness, creates diverse and dynamic neighborhoods, reduces stress on traffic and the environment, and reflects our shared civic values.

Over the next five years, APAH will build or acquire at least 800 new rental homes to meet the needs of lower-income workers, fixed-income seniors, and persons with disabilities, both within Arlington and in nearby communities.

APAH seeks to create well-designed, vibrant communities that residents are proud to call home, and that neighborhoods welcome. To achieve this strategic goal, APAH will:

- Acquire and preserve properties to ensure affordability over the long term.
- Build new rental communities through innovative finance, efficient land-use and mission-focused partnerships.
- Expand opportunities for those in deepest need.

APAH will bring our mission, skills and resources to Arlington and to new jurisdictions with a goal of expanding our work and finding new opportunities to serve people and communities in need of affordable housing.

“Knowing that my daughter has a safe and warm place to sleep every night gives me peace of mind.”

- Susanne A.



Strategic Goal II:



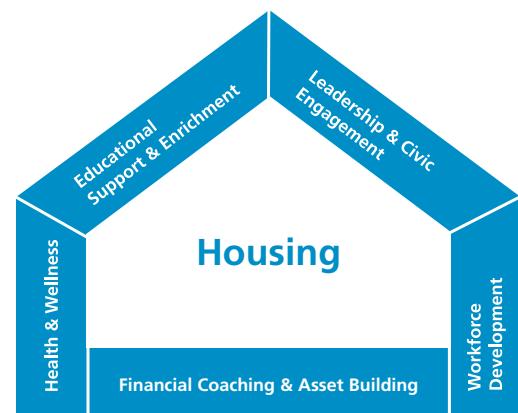
“English is my second language and it’s not too good. My son gets to read with others after school. I know he will be better at English than his parents!”

– José V.



Improve the lives of low-income residents at APAH properties and in our communities

APAH celebrates the power of home. When a stable home is combined with meaningful services and programs, it can be life-changing. Closing the digital divide, ensuring access to healthy food, and partnering with other community resources can help APAH’s residents and their neighbors thrive.



Over the next five years, APAH will expand its programs, partnerships and strategies to improve the lives of low-income residents and their communities. To achieve this strategic goal, APAH will:

- Amplify resident voice and leadership to ensure programs and priorities reflect their hopes, needs, and realities.
- Provide transformative opportunities for our residents, particularly in the areas of health, education, family stability, and workforce development.
- Build communities of mutual support, encouragement and civic engagement at APAH properties to strengthen social networks and reduce vulnerability.
- Enhance evaluation of resident outcomes and promote data-driven program design.

Strategic Goal III:

Build ardent community support and advocate for the needs of lower-income neighbors

APAH's most important partnership is with the community. APAH promotes the shared vision of a diverse and inclusive community where affordable housing is essential for economic growth, community well-being and the promise of opportunity for all.

Over the next five years, APAH will advocate for increasing the supply of affordable homes and for the needs of lower-income people. To achieve this strategic goal, APAH will:

- Engage and educate, in order to inspire support for affordable housing.
- Advocate for local, state, and federal programs and funding that serve low-income families and increase affordable housing.
- Increase philanthropic support from individuals, corporations, and foundations for APAH's mission.
- Advocate for an "equity lens" for all community policy, program, and resource decisions.

"I like being a part of this community. Everyone's story is different and when people like me don't speak up, we get left behind because we aren't included in decisions."

– Yolanda M.



What Success Looks Like

APAH's Ambitious Response to a Region-wide Crisis

By 2022, we will:

- Own 2,600 affordable apartments serving more than 6,000 people—almost doubling our portfolio.
- Launch resident leadership training and significantly increase resident voice and community participation.
- Triple the number of active volunteers and donors.
- Strengthen the impact of collective action with our partners and the wider community to improve policies and increase resources for low-income families.
- Protect and increase APAH's financial strength so we can respond nimbly to new opportunities.
- Continue to attract and retain exceptional talent on both our Board and staff.

Our region is experiencing a housing crisis.

Across Metro DC, 150,000 households pay more than 50% of their income on rent. Nearly 2,000 Northern Virginians are homeless. With so much insecurity, children struggle in school and adults cannot succeed at work. Inequality is rising.

We can do better.

About APAH

In 1989, inspired by faith and a desire for economic justice, four couples created APAH to meet the needs of the diverse, inclusive community they deeply valued. Nearly 30 years later, as we launch this strategic plan, APAH has created a portfolio of 15 properties valued at more than \$250 million providing over 1,300 rental homes, with hundreds more in the pipeline. APAH has a strong track record in connecting our residents to services and programs that strengthen stability and open doors of opportunity. Appreciating the dramatic loss of affordable homes in our region and rising inequality, APAH is a passionate advocate for low income residents and the resources and policies that help all thrive.



**Arlington Partnership
For Affordable Housing**

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