

STRATEGIC PLAN 2017-2021



Looking ahead, POAH will build on the achievements of its first 15 years, continuing to serve at the forefront of efforts to preserve and expand the nation's affordable housing stock. POAH'S 2017-2021 Strategic Plan defines eight priorities to guide its work. The first five priorities describe the impact POAH seeks to make in the communities where it works:

1 ACCELERATED GROWTH

POAH will continue to grow its core competency in affordable housing preservation to develop creative, responsive strategies and techniques for preserving and creating affordable housing. Its long-term mission commitment and its collaborative approach will be the basis for new partnerships to support extended impact.

- Provide healthy, affordable homes for at least 5,000 additional people
- Work with at least 5 more mission-aligned partners
- Expand its impact into 3 new markets

2 PROPERTY STEWARDSHIP

POAH is a long-term steward of the communities it owns and operates. POAH's property management and asset management strategies are designed to support three key goals: physical sustainability; financial performance; and resident impact.

- Invest \$100 million in capital improvements across its portfolio
- Grow portfolio financial performance to support POAH's mission
- Prepare every property team to support resident success in their everyday work

3 RESIDENT IMPACT

POAH empowers residents to connect with opportunities to improve their health, economic security, education and community engagement. We will actively support resident well-being and access to resources at every property, and will build the case for deeper investment by rigorously evaluating resident support activities and testing new approaches.

- Extend the Community Impact Initiative to support residents of every POAH property
- Invest an additional \$10 million in intensive resident impact programs
- Deliver 10,000 positive outcomes for POAH residents and communities

4 CONSERVATION & SUSTAINABILITY

POAH will continue to integrate conservation and sustainability into all facets of its development and property operations -- systematically identifying and pursuing opportunities to improve the efficiency and sustainability of its properties.

- Reduce every renovated property's energy and water usage by at least 20%
- Make every new construction and substantial rehab project Enterprise Green Communities certifiable

5 EFFECTIVE COMMUNICATIONS

POAH will continue to expand its communications efforts across multiple platforms, and through its staff, to build awareness and understanding about POAH's value and impact as a housing owner, a partner, a service provider, a neighbor, and an employer.

- Build a social media audience of more than 5,000 followers
- Communicate its message through 3 million points of contact with its followers

The last three priorities focus on ways POAH will strengthen its internal capacity to advance its mission:

6 TALENT MANAGEMENT

POAH will enhance its status as an employer of choice to continue to attract, develop and retain the best staff in the industry. It will recruit diverse and skilled candidate pools, expand investment in staff capacity, and foster a collaborative culture in an inclusive workplace.

- Invest in the professional development of every employee
- Exceed industry benchmarks for employee satisfaction and engagement
- Promote diversity in its workforce

7 DATA FOR PERFORMANCE

POAH will systematically gather and evaluate performance data in every aspect of its operations and use this information to improve its performance. Data will also be used to build a more comprehensive approach to risk management, so POAH can continue growing in scale and scope without undermining the stability of the organization.

- Use data evaluation to enhance performance in every area of its work

8 FINANCIAL STRENGTH

POAH will continue to develop its financial strength and deploy its own resources flexibly to advance its mission, as well as track and protect the financial health of the organization.

- Generate \$15 million in corporate net income to reinvest in residents, properties, and new opportunities
- Secure \$50 million in corporate capital or credit access to support growth and innovation