



Advancing Equity and Impact



Strategic Plan **2020-2025**



Housing Development Corporation (HDC) MidAtlantic recognizes that having a safe, affordable place to call home is a cornerstone for household stability and growth, where residents can experience joy and feel hopeful about their future. Since 1971, we have been working diligently to provide housing that is safe and affordable to those with lower incomes, focusing on seniors, families with children and individuals living with disabilities. Over our long history, HDC MidAtlantic has established a reputation as a knowledgeable and trusted leader in the affordable housing industry. And, today we serve over 5,000 residents in 58 communities located in urban, suburban and rural areas across Pennsylvania, Delaware and Maryland.

The future of HDC MidAtlantic builds upon our strong foundation, and there is so much work to be done. Growing income inequality, systemic barriers, diminished resources, and lack of quality, affordable housing beg the question: what more can we be doing? How can we increase our impact in communities and in people's lives? In what ways can HDC MidAtlantic be big, bold and transformational?

We asked our board members, employees, residents, partners, colleagues and friends these very questions.

We listened openly to feedback and insights with the intent to position HDC MidAtlantic for growth and to respond effectively to the challenges that communities face across our region. We recognize collaboration and partnership are critical to our success. We must rally together because the affordable housing crisis is simply too big to address alone.

Over the next five years, we pledge to grow from 3,700 to 5,000 apartment homes. We will deepen our partnerships and create new ones to serve the most vulnerable populations. We will keep people at the center of our work by advancing racial equity, diversity and inclusion and connecting residents to services so that they can reach their full potential. We will seek new housing solutions and advocate on issues that impact our industry, our communities and the people we serve.

We are excited about our future and invite you to jump right in and take the journey with us. Let's get to work!



Dana Hanchin
President & Chief Executive Officer



Michel Gibeault
Board Chair

Our Strategic Direction for 2020-2025

For HDC MidAtlantic, the next five years will be a period of change that centers on people and partnerships, characterized by strategic risk-taking, systems change, sustained growth and continued financial strength.

We will evolve and grow to create a culture of collaboration, continuous learning, stewardship and advocacy.

We will expand our presence and deepen our impact in rural, suburban and urban communities in Pennsylvania and Delaware.

We will act to increase economic opportunity and social inclusion of the people we serve.

We will lead as a bold and innovative organization working together with residents and community partners.

This transformational direction for HDC MidAtlantic builds upon our strengths and is a direct response to the overwhelming need for safe, affordable housing, challenges to achieve economic equality, and our commitment to promote racial equity, diversity and inclusion in all facets of our work.

Our Vision

A world where a safe, welcoming, affordable place to call home is open to everyone.



Our Mission

We build hope and opportunity for all residents to reach their full potential by creating, preserving and strengthening affordable housing communities.

When individuals and families live in a safe, affordable home, they can move from surviving to thriving. They can feel optimistic about their futures and access opportunities to act upon their dreams.

HDC MidAtlantic is an inclusive organization. We seek to engage with and support every resident. No one is left out; every voice is important.

We support and advocate for our residents and connect them to resources, opportunities, and services that promote economic mobility, improve health and wellness, build resident leadership and a sense of community.

HDC MidAtlantic is committed to developing new affordable housing to meet the overwhelming need and to ensuring long-term affordability. We work to strengthen our affordable housing communities by exceeding the highest industry standards of performance.

Communities include the developments we build and manage that are connected to and part of surrounding neighborhoods, towns and cities. HDC MidAtlantic is committed to actively engaging residents and partners to advocate for public policy change and programs that improve the social and economic fabric of communities.

Our Core Values

Excellence

We are forward-looking, strategic and can be counted on to deliver results.

Opportunity

We foster access to equitable options where people have choice and power in determining their future.

Integrity

We are respectful, honest, and authentic in our ideas, decisions and actions.

Balance

We promote healthy living that brings joy, meaning, and satisfaction to residents, communities and employees.

Collaboration

We honor diverse perspectives and experiences that inspire innovation and creativity to arrive at the best solutions for the greatest impact.



A man with a beard and a young girl are working together on a craft project. The man is wearing a teal and light blue striped shirt and is looking towards the camera. The girl is wearing a pink shirt and is focused on her work. They are using a red and yellow loom to create a white, knitted object. The background is a window with blinds.

**Housing is a
human right.**

We believe...

Housing is a human right in which every person has the right to a quality, affordable, and safe place to live that contributes to their overall health and financial wellness.



People should be able to achieve their full potential in life, regardless of race, ethnicity, or the community in which they live.



Residents have the power to make choices about their future.



In providing excellent service to residents and communities, because they are at the heart of our mission.



In treating every person with compassion, respect and without judgment.



Every employee can influence, initiate and grow as a leader.



A flexible, inclusive and supportive work environment motivates employees to do their very best.



Innovation, adapting to change and effective stewardship of resources are keys to sustainability.

Goals

Advance Equity

Cultivate Partnerships

Expand Housing

Foster Community

People Centered
Service



Advance social justice advocacy and racial equity, diversity and inclusion in our organizational culture and community engagement.

Objectives

- ▶ Implement professional development and training for all staff and board members to build knowledge and increase social justice and racial equity, diversity and inclusion practices in the organizational culture.
- ▶ Apply the lens of racial equity, diversity and inclusion to all policies and procedures, hiring, HR practices, setting wages and benefits, securing contractors and other vendors, and choosing partners.
- ▶ Implement strategies for developing resident leaders and engaging residents in meaningful conversations to affect positive change in their communities.
- ▶ Develop the capacity to serve as robust public policy advocates at local, state and federal levels.
- ▶ Implement strategies to enhance the quality of life and well-being of employees and promote pathways for career advancement for all current and future employees.

■ Measure of Success

- ✓ Employer of choice.
- ✓ Strong racial equity, diversity and inclusion policy and practices.
- ✓ Diverse staff in supervisory and leadership positions.
- ✓ Diverse board of directors.
- ✓ Diverse vendor relationships and contracts.
- ✓ Established housing advocate.



Continue to expand and preserve housing affordability through a broad array of development approaches and acquisition opportunities.

Objectives

- ▶ Establish a stronger presence in Delaware, especially Wilmington, and build a network of partnerships and a pipeline of development projects.
- ▶ Identify and explore partnership opportunities to expand development in smaller urban markets.
- ▶ Explore and monitor the feasibility of expansion into Maryland in proximity to HDC MidAtlantic current operations as a long-term strategy.
- ▶ Grow sources of capital to respond quickly to acquisition opportunities.
- ▶ Develop a pipeline of acquisition opportunities in HDC MidAtlantic primary markets.
- ▶ Invest in building interdepartmental capacity and cross-departmental approach for real estate development expansion.
- ▶ Explore viable strategy for offering technical assistance and consulting to organizations with real estate development or property management interests.

■ Measure of Success

- ✓ Grow to 5,000 owned/managed apartments.
- ✓ Be the go-to non-profit development partner.
- ✓ Double the number of apartments to 500 in Delaware.
- ✓ Invest \$1MM in HDC MidAtlantic equity for acquisitions.
- ✓ 3 property acquisitions.



Design and operate safe, affordable housing communities with amenities and services that positively impact the quality of life for residents and the surrounding area.

Objectives

- ▶ Implement strategies that create a welcoming and engaging culture for all residents.
- ▶ Implement a robust eviction prevention program.
- ▶ Integrate a partnership approach for resident services with property management.
- ▶ Explore strategies to provide resident services in all HDC MidAtlantic communities.
- ▶ Apply trauma-informed principles to all facets of work through employee training, process and policy review, and interdepartmental collaboration.
- ▶ Develop and integrate a cross-departmental approach to asset management.
- ▶ Evaluate third-party management viability and determine business strategy.

■ Measure of Success

- ✓ Maintain an A+ rating in compliance.
- ✓ Reduce the number of eviction filings by 25%.
- ✓ Maintain a 1% or less eviction rate.
- ✓ Achieve 85% or higher, very satisfied/satisfied resident rating.



Cultivate Partnerships

Expand investment in affordable housing and supportive services through partnerships and resource development.

Objectives

- ▶ Cultivate mutually beneficial partnerships based on opportunities in our primary markets.
- ▶ Focus on deepening and stewarding relationships to diversify funding and resources, including but not limited to public and private sources such as foundations, corporations and individuals.
- ▶ Expand fundraising capacity and commitment of the HDC MidAtlantic Board of Directors.
- ▶ Provide employees, residents and board members with the knowledge and tools to be champions for HDC MidAtlantic and the affordable housing industry.
- ▶ Rebrand the organization to align with our new mission, vision, values and beliefs to build public will, cultivate relationships and leverage resources.
- ▶ Develop a comprehensive communication strategy that connects target audiences to our purpose, priorities and impact.
- ▶ Expand the capacity for volunteer and resident involvement in all aspects of HDC MidAtlantic's work.

■ Measure of Success

- ✓ Raise \$1MM for operations.
- ✓ Increase the number of partners to provide supportive services to residents by 25%.
- ✓ Increase brand recognition and visibility in primary markets.
- ✓ Maintain or exceed net assets and liquidity requirements.



Implement a community-based and collaborative approach to address housing needs and develop innovative, affordable housing.

Objectives

- ▶ Expand business development strategy to engage HDC MidAtlantic in collaborative community efforts to invest in affordable housing throughout our footprint.
- ▶ Develop partnerships to provide affordable housing to meet the needs of vulnerable populations such as veterans, individuals experiencing homelessness, returning citizens, adults with autism, or other developmental disabilities, etc.
- ▶ Explore with partners the feasibility of developing mixed-income and mixed-use developments.

■ Measure of Success

- ✓ Develop at least one community targeting special needs populations.
- ✓ Create a joint venture with a community-based partner.
- ✓ Develop at least one mixed-use or mixed-income community.



Board of Directors

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