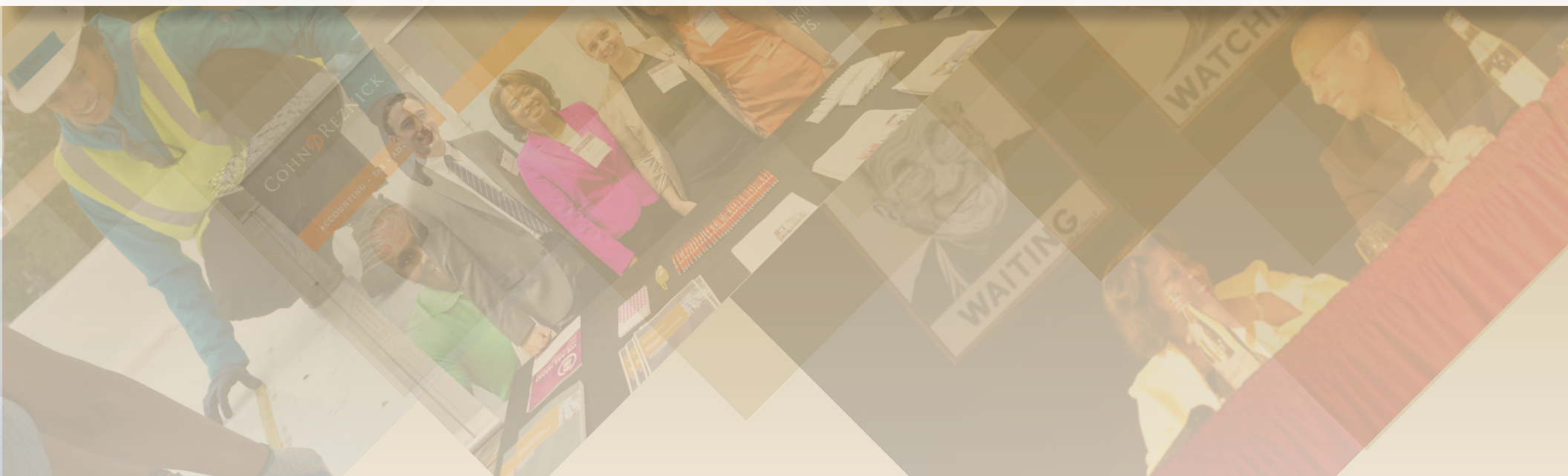




HAND

Strategic Alignment 2019





350+
MEMBERS

2,500+

**PRACTITIONERS
SERVED ANNUALLY
VIA HAND
PROGRAMMING**

**REPRESENTING
20+ INDUSTRY
SECTORS**

real estate developers,
government agencies,
investors, syndicators,
lenders, resident
services, homeless
services, accountants,
architecture, law
firms, construction,
engineers, property
managers, insurance,
green building,
utility companies,
housing counselors,
advocates, consultants,
universities, students
and more!

**WORKING IN
JURISDICTIONS ACROSS
THE CAPITAL REGION
OF BALTIMORE,
WASHINGTON, AND
RICHMOND**

Dear Members, Friends, and Partners:

It is with great excitement, hope, and pride that we share HAND's new vision and strategic direction for the future.

As we all know, our region is facing a serious and growing affordable housing crisis. Over the past 40 years, median household incomes in the Greater Washington region have increased by only 46%, while rents rose by 69% and home values increased by 144%.*

During the past six months, the HAND board and staff have undertaken a Strategic Alignment process to determine how we can leverage the power of our membership to make real and meaningful progress on this challenge.

We interviewed and surveyed hundreds of our members and we heard two resounding messages from you –

HAND's high-quality trainings and cross-sector, cross-border convenings are what make our membership most valuable to you and the work that you do. Under the direction of our new plan, we will strengthen and leverage these unique offerings and continue to grow a diverse membership from the public, private, and mission sectors that work collectively to preserve and develop affordable housing.

And, you urged HAND to do more to leverage the power of our members to influence affordable housing programs and policy in our region. HAND accepts this challenge and is committed to taking bold steps - side-by-side with you - to build public and private will and to catalyze action that addresses our region's affordable housing crisis in a meaningful way.

Creating this new plan is our first step in achieving our bold vision for the future, and we recognize that we have more work to do. Over the coming months, we look forward to sharing more information about how we will execute this strategy.

We can't do this work alone, and we hope that you will join us in taking these steps forward to build and sustain communities where all can live and thrive.

Sincerely,



Heather Raspberry
Executive Director



Monica Warren-Jones
Vice President
Chair, Strategic Alignment Committee

** Source: National Low Income Housing Coalition*



HAND STRATEGIC DIRECTION 2019

HAND envisions a region where everyone shares equitably in the knowledge, wealth and resources uniquely represented in and between Baltimore, Washington and Richmond. HAND strives to be the leading convener, educator, and activator of a diverse, cross-sector membership that collaborates in the preservation and development of communities where all can live and thrive.

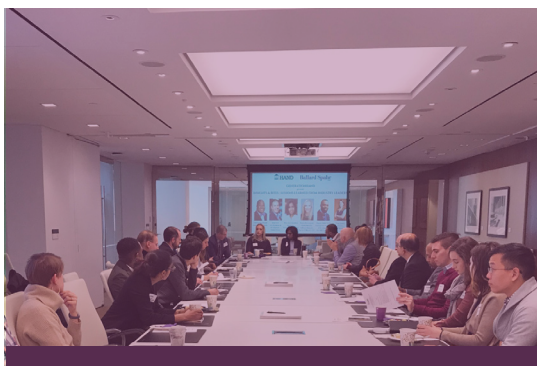


CONVENER

We will continue to provide opportunities for our members to come together across jurisdictions and sectors to learn from one another and strengthen relationships in support of our shared commitment to affordable housing.

SIGNATURE PROGRAMS:

Annual Meeting & Housing Expo
Member Mixers



EDUCATOR

We will continue to offer a diverse and robust series of trainings, dialogues, and learning exchanges that provide members with new knowledge, insights, and connections.

SIGNATURE PROGRAMS:

Capacity Building Series
GenerationHAND



ACTIVATOR

We will launch new regional advocacy initiatives that amplify the collective voice of our members and leverage our unique ability to create real and meaningful change that addresses the affordable housing crisis in our region.

SIGNATURE PROGRAMS:

NEW PROGRAMS COMING SOON!

CENTERING EQUITY IN ALL THAT WE DO

Despite continued economic growth in the Greater Washington Metropolitan region, the rise of inequality persists - making it difficult for many communities to realize their full potential. HAND is committed to reaching beyond the symptoms of inequity to address the root causes that amplify housing disparities and restrict access to opportunity for communities of color.



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Courtney Battle
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