

2022–2025 Strategic Plan



HOUSING
DEVELOPMENT
consortium

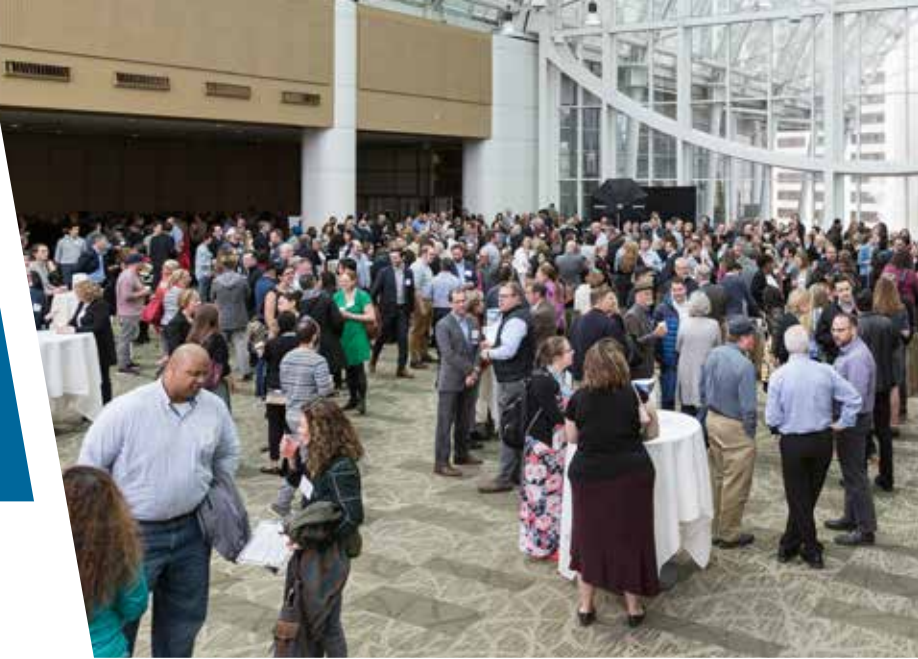
Housing Development Consortium
of Seattle-King County



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Introduction



The work of HDC has never been more vital. At this distinctive moment in time, the urgency of the affordable housing crisis is combined with a growing climate crisis and the disturbing reality of persisting institutional and structural racism. The work of HDC's membership is squarely in the nexus of these three crises. No matter how we perform our work, we cannot ignore the interconnectedness that binds our efforts inextricably to housing, equity, and sustainability. In that context, HDC has developed a unique and timely strategic plan that is molded and informed by the needs and expectations of our many members and stakeholders.

Recognizing the importance of this plan in the life journey of HDC, the Board of Directors invested in a careful and thoughtful process spanning more than 18 months. The work began with a thorough stakeholder analysis that asked the questions "Who are we" and "Who should we be." In answering these questions, we validated the significant decision from 15 years ago to become a broadly-based association of diverse members from across the affordable housing ecosystem. This set the stage for a discussion around the questions "What do we believe" and "What are the values and principles that should inform our work." This phase of the work drew out deep reflection on who HDC is today and how the movement must evolve to have a deeper impact. From there, we asked the questions "What is the essential work that is HDC's to do" and "What are key strategies we must pursue." Throughout this exploration, we engaged board members, former board members, key stakeholders, and the broader membership to validate and inform our conversations. The results of this broad and engaged discussion are contained here in the pages that follow.

The work of HDC has never been more vital.

HDC also has the opportunity through its third leadership transition to build on the foundation of its previous three executive directors to deepen its relevance by drawing community and resources into a sustained and impactful network. **Therefore, what follows is both an acknowledgement of past strategic focus and a look to the future with optimism that will continue to make a difference for our members, our communities, and, most importantly, for the residents who seek safety and stability in homes that are affordable and secure.**

About HDC



HDC exists to serve as an advocate, relationship broker, and convener in the work of affordable housing throughout King County. We are an association of 190+ member organizations and businesses who seek to advance housing stability. For 33 years, HDC has served as a hub, bringing together nonprofit, government, and business around our shared vision that all people throughout King County live with dignity in safe, healthy, and affordable homes. We strive each day to create a more robust and connected sector to better respond to our region's incredible need. HDC believes that large-scale social change — the kind needed to address our most urgent regional challenges — comes from effective sector-wide coordination rather than from the isolated efforts of individual organizations. We are known nationally for participating in and shepherding groups through complex and often contentious conversations with the goal of unifying around a shared housing agenda.

Over the past 33 years, HDC has grown to encompass all the nonprofit and many for-profit housing developers, major financial institutions, architects, general contractors, government agencies, and community-based organizations working in the affordable housing space. HDC's broad membership represents the various segments and perspectives of the affordable housing sector — from major institutions to grassroots community-based organizations, and everything in between. We help build the capacity of our members with limited resources and ensure our larger members are well-connected to and aware of policies, funding, partnerships, and projects in the pipeline. **By contributing to improved sector efficiencies and connectivity, HDC helps its members better meet the housing needs of our region's residents.**

HDC believes that large-scale social change comes from effective sector-wide coordination rather than from the isolated efforts of individual organizations.

Stakeholder Analysis



A critical early step in this process was the effort to identify and clarify HDC's key stakeholders and their primary interests for being involved in HDC. This included beneficiaries, customers (members), allies, and financial supporters. In addition to clarifying HDC's relationship with each of these segments of the affordable housing network in King County, the goal was to illuminate the unique value that HDC adds for each of its stakeholders. A rich conversation among the Board and Strategic Planning Committee surfaced the following conclusions:

1. All members of the HDC association are its customers and there should not be a distinction between primary and secondary members. The Board of Directors remains strongly committed to the direction of the "Future of the Field" work of 2006-2007 which eliminated any difference in type or hierarchy of members. Every member has importance to the success of the King County affordable housing ecosystem.
2. When contemplating the HDC vision, which sets an aspiration for "all people" in King County to be adequately housed, board members believe that housing affordable to low, very, and extremely low-income households can be provided by nonprofits and for-profits alike. However, there is irrefutable clarity that this housing should be built, preserved, and operated in a manner that is consistent with a set of clear and distinct values that are unique to HDC.
3. For its 33 years of existence, the term "development" has been in the name of HDC. From time to time, its inclusion in the branding has been re-considered. These recent board discussions reinforced the primacy of "developing" affordable/attainable housing as the essential work of HDC members. It acknowledged the importance of the developer members in achieving that focus such that, without them, the rest of the members' businesses would look different; and, conversely, without the rest of the members, the developers could not accomplish their missions or achieve the HDC vision. Hence, there is a guiding principle that can be used when the organization needs to prioritize policy or member services decisions: HDC must actively support the work of members whose purpose is to directly develop and operate affordable housing while also supporting the work of members whose purpose is to assist those direct providers in their work. Value statements will further inform how we accomplish this.

Mission, Vision, & Values



Consideration of HDC's Vision and Mission acted as bookends for our process. Discussion at the beginning of the process determined that HDC's Vision and Mission remained applicable but should be re-visited again at the end of the process. Consequently, the Vision and Mission benefited from modest adjustments following the 18 months of exploration.

Our Vision

All people throughout King County live with dignity in safe, healthy, and affordable homes

Our Mission

Build, sustain, and inspire a diverse network committed to producing, preserving, and increasing equitable access to affordable homes

Our Values

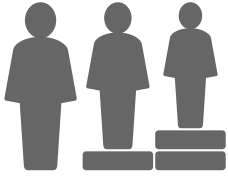
The Strategic Planning Committee and Board are especially grateful for the diligent conversations that led to the following articulation of our organization's values and principles. These will act as both a foundation and guidepost for all our work going forward. Through extensive discussions and debates, we arrived at the following core values: **Equity**, **Collective Strength**, **Community**, and **Sustained Impact**. Each value is further revealed by a values statement and a set of guiding principles.



Values Statements & Principles

Equity

We are committed through our affordable housing work to disrupt, rather than perpetuate, the unjust and biased systems that have had disproportionate impacts on segments of our community.



Guiding Principles

- We acknowledge the history of racism and housing discrimination in our country—we work to eliminate the sources that perpetuate it and overcome the ramifications of these injustices on Black, Indigenous, and People of Color.
- We understand that access to safe, healthy, affordable housing is a pathway to opportunity and livelihood for all members of our community and our work reflects our recognition that there are many fundamental barriers to equity and opportunity.
- We recognize the strength of diversity in our work and we strive to increase the diversity in representation of our members and leaders.
- We recognize that a wide variety of groups have faced housing inequity; we strive to correct these inequities, and have a special emphasis on racial equity. We acknowledge that our own sector has been complicit in perpetuating these inequities and take responsibility to rectify them.

Collective Strength

We are committed to the large-scale social change our region needs, which comes from effective multi-sector collaboration and the strength of networks.



Guiding Principles

- We recognize and serve the entire spectrum of affordable housing.
- We share a commitment to our common mission and vision through a unified voice that reflects the power of our uniquely diverse membership.
- We create a safe space for our members to set aside their individual interests and focus on our shared mission and vision, realizing that we are more effective when we work together and learn from each other.
- We actively cultivate coalition partners, and we embrace the unique challenges of working with unlikely partners when it furthers our mission and supports our values.

Values Statements & Principles (continued)

Community

We are committed to planning, designing, developing, and operating affordable housing in a just manner that engages and empowers communities, especially those who have been historically disenfranchised or underserved.

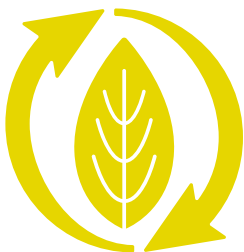


Guiding Principles

- We recognize and respect the differences within and among the communities we serve and within which we work; we seek to tailor our work to honor those differences and build upon their strengths.
- We demonstrate our belief in the importance of inclusivity by deliberately seeking the engagement of local residents and leaders.
- We seek to advance and support community-led organizations and residents in their desire to develop and own housing, especially those in historically marginalized communities.
- We seek to increase representative leadership because it is critical to respecting the communities within which and for which we work.

Sustained Impact

We are committed to confronting the complex and evolving affordable housing need with impactful and sustainable approaches.



Guiding Principles

- We are stewards of all dimensions of sustainability: environmental, community, financial, and the capability of our members.
- We work with urgency to achieve our vision as quickly and effectively as possible.
- We see ourselves as change makers who lead transformation of systems and policies.
- Learning from the past, we challenge ourselves through curiosity, responsiveness, and boldness in our approaches and with a focus on having the greatest possible impact.

Focus Areas, Strategic Priorities, & Strategies



From the strong foundation provided by the values work, the process then was able to advance on the questions: “**What should be HDC’s core area of work**” (Focus Areas); “**How should we approach this work**” (Strategic Priorities); and “**How can we put our values and work into action**” (Strategies). The results demonstrate a commitment to the work we have done since the very beginning of our organization, a continuing expansion and re-contextualization of our work adjusted for the current moment, and the exploration of new work that is critical to the future of our organization and our region.

Focus areas

1. Support the Association’s Membership with Exemplary Services and Benefits



2. Mobilize to Change Policies and Systems to Increase Resources



3. Identify and Support Initiatives to Diversify and Continuously Improve the Affordable Housing Sector



4. Strengthen the Capability and Sustainability of the HDC Organization



Focus Areas & Strategic Priorities

1. Support the Association's Membership with Exemplary Services and Benefits



- 1A. Foster an increase in the number and depth of connections, reciprocal relationships, peer support, and partnership among members and member staff.
- 1B. Increase the number of members/member staff that access programming, with additional special focus on those new and/or underserved.

2. Mobilize to Change Policies and Systems to Increase Resources



- 2A. Effectively mobilize broad coalitions of members, allies, and partners to significantly increase the impact of advocacy actions.
- 2B. Dramatically increase resources for producing, preserving, and creating access to affordable rental and ownership housing that is aligned with our values.
- 2C. Enact policies that meaningfully increase the availability of affordable housing that is equitable, accessible, and secure for low-income households.

3. Identify and Support Initiatives to Diversify and Continuously Improve the Affordable Housing Sector



- 3A. Invest in members that develop equitable, inclusive workplaces that successfully recruit, retain, and advance BIPOC staff at all levels of staffing and leadership.
- 3B. Elevate community design, development, and ownership of affordable housing by supporting community-based and community-focused organizations.
- 3C. Foster innovation that scales the production and long-term sustainability of affordable housing.

4. Strengthen the Capability and Sustainability of the HDC Organization



- 4A. Optimize HDC's organizational structure and create a diverse and stable staffing model.
- 4B. Establish a sustainable future revenue model for the association and acquire adequate resources to support the funding needed to achieve the organization's vision, values, and strategic priorities.
- 4C. Optimize HDC's governance model to align with its strategic direction.

Focus Areas, Strategic Priorities, & Strategies

1 • Support the Association’s Membership with Exemplary Services and Benefits



Strategic Priorities	Strategies
<p>1A. Foster an increase in the number and depth of connections, reciprocal relationships, peer support, and partnership among members and member staff.</p>	<ul style="list-style-type: none"> • Bolster networking opportunities and peer support both among and across traditional sectors, affinities, and roles, with additional special focus on recent sector entrants. • Curate and deliver high quality, timely communications that educate members, spotlight member work/projects/programs, act as a trusted resource, and impart valuable and relevant information for a more connected and robust housing sector. • Ensure HDC staff are well positioned and aware of member needs, policies, partnerships, projects in the pipeline, and sector nuances to act as effective relationship brokers.
<p>1B. Increase the number of members/member staff that access programming, with additional special focus on those new and/or underserved.</p>	<ul style="list-style-type: none"> • Curate and deliver a strong and diverse menu of annual programs. • Ensure leadership and management needs are met by increasing access to quality training and development opportunities. • Place special emphasis on new member staff, frontline staff, and staff mobility within member organizations, with an additional focus on supporting BIPOC staff. • Support ongoing cross-sector special initiatives. • Implement annual member engagement strategy with consistent feedback opportunities.

Focus Areas, Strategic Priorities, & Strategies (continued)

2. Mobilize to Change Policies and Systems to Increase Resources



Strategic Priorities	Strategies
<p>2A. Effectively mobilize broad coalitions of members, allies, and partners to significantly increase the impact of advocacy actions.</p>	<ul style="list-style-type: none"> • Nurture and engage with key coalitions that align with HDC values and, where essential, convene such coalitions. • Develop power and relationship maps that leverage the depth and breadth of the HDC membership and their connections. • Prioritize member and community mobilization efforts as a top priority for paid and volunteer staff. • Effectively measure in order to increase the number of members who take actions and the number of actions taken.
<p>2B. Dramatically increase resources for producing, preserving, and creating access to affordable rental and ownership housing that is aligned with our values.</p>	<ul style="list-style-type: none"> • Create a clear baseline of present public and private revenue sources and amounts, and set targets. • Lead, as appropriate, ballot measures or legislation that increase revenue. • Continue to support efforts to identify ways to make taxation more progressive. • Engage in creative research on unused authority to raise revenue to support the goal of preserving and producing more housing.
<p>2C. Enact policies that meaningfully increase the availability of affordable housing that is equitable, accessible, and secure for low-income households.</p>	<ul style="list-style-type: none"> • Shape an annual advocacy agenda with deep stakeholder engagement using a representative Policy Advisory Group. • Evaluate all policy positions with a racial equity and social justice lens. • Support the development of a network of affordable housing policy staff from all sectors working in King County. • Lead, as appropriate, efforts to advance and expand land use regulations to eliminate barriers to access, including exclusionary zoning, etc. • Coordinate efforts to address regulations and practices that unnecessarily impede residential development or increase its cost to produce.

Focus Areas, Strategic Priorities, & Strategies (continued)

3. Identify and Support Initiatives to Diversify and Continuously Improve the Affordable Housing Sector



Strategic Priorities	Strategies
<p>3A. Invest in members that develop equitable, inclusive workplaces that successfully recruit, retain, and advance BIPOC staff at all levels of staffing and leadership.</p>	<ul style="list-style-type: none"> • Hone and implement Race, Equity, and Inclusion (REI) “pyramid of services” in support of member organizations that are committed to creating inclusive workplaces. • Make REI trainings available and accessible for member organizations’ boards, staff and volunteers, including internally at HDC. • Ensure thoughtful support, implementation, and member uptake of the Housing Development Internship Program (HDIP) over the next 5 years to diversify cohort of staff entering the sector. • Continue to direct Leadership Development Initiative (LDI) efforts with REI lens (focus professional development support to BIPOC staff). • Prioritize system-wide focus on bringing equity to front line staff compensation and benefits, and create meaningful career pathways.
<p>3B. Elevate community design, development, and ownership of affordable housing by supporting community-based and community-focused organizations.</p>	<ul style="list-style-type: none"> • Increase community-based organization (CBO) representation in HDC membership and foster active participation, ensure active support. • Continue to partner with the Equitable Development Initiative (EDI) and support its expansion countywide. • Work with members and community to identify reparative housing strategies that strive to close the racial wealth gap. • Work to move beyond current model of doing business; explore and foster new ways of supporting non-traditional developers and community ownership, which includes the sharing of developer fees and reducing barriers. • Create a CBO affinity/support group that focuses on and creates access to capacity building, knowledge sharing, and cataloging promising practices (mentorships, leadership training, etc.). • Provide promising practices and technical assistance to HDC member organizations as they seek to partner more closely with community.
<p>3C. Foster innovation that scales the production and long-term sustainability of affordable housing.</p>	<ul style="list-style-type: none"> • Continue to invest staff time and money into HDC’s Exemplary Buildings Program (and/or the principles therein) to: support member uptake of EBP principles and learnings, more urgently address the climate crisis without sacrificing units, drive down cost premiums, and support further funder incentives. • Continue to drive research, analysis and uptake of applicable alternative construction delivery methods such as cross-laminated timber and volumetric modular through the Offsite Construction Task Force. • Support the Cost Analysis Working Group as they continue to analyze the internal and external drivers of costs and seek ways to ameliorate.

Focus Areas, Strategic Priorities, & Strategies (continued)

4. Strengthen the Capability and Sustainability of the HDC Organization



Strategic Priorities	Strategies
<p>4A. Optimize HDC's organizational structure and create a diverse and stable staffing model.</p>	<ul style="list-style-type: none"> • Evaluate the organization's staff structure against the strategic plan for optimization of effort and identify gaps to fill by redeployment or hiring. • Evaluate the utilization of interns, volunteers, and/or AmeriCorps/VISTA as part of an ongoing program to augment HDC's staff capacity and diversity. • Implement consistent REI training for staff and board. • Assess efficacy of channels used for filling staff vacancies and recruitment of board candidates, particularly in drawing interest from BIPOC individuals. • Invest in continuous improvement of compensation, benefits, office culture, and professional development offerings to foster staff engagement and retention in a thriving work environment.
<p>4B. Establish a sustainable future revenue model for the association and acquire adequate resources to support the funding needed to achieve the organization's vision, values, and strategic priorities.</p>	<ul style="list-style-type: none"> • Evaluate all practices related to growing membership and optimal membership size and makeup. • Create a multi-year fund development plan, aligning administrative and programmatic funding needs with the full spectrum of revenue generating efforts, determining staffing and resource needs to implement. • Continue and augment existing fundraising efforts — including the annual sponsorship campaign, LIHTC donations, and foundational support. • Ensure delivery of value for all members, recognizing that member dues are the cornerstone of HDC's annual revenue.
<p>4C. Optimize HDC's governance model to align with its strategic direction.</p>	<ul style="list-style-type: none"> • Conduct an evaluation of HDC's current governance performance and identify areas for possible improvement. • Explore different governance models that foster member-wide input and equitable decision making — including geographic, segment, and demographic representation. • Map out any applicable governance transition strategies and implement.

Reflections



Community

This plan makes frequent reference to the word "community." This is a deep and complicated concept which means many different things to different people. This plan cannot adequately define the word, but for some context, we offer one author's reflection on the topic:

Community is a term used both very specifically and very casually, but usually stemming from **three core notions***:

- the community of **relationships**
- the community of **interests**
- the community of **place**

We recognize the importance of how we use the word specifically in this plan. In many respects we are connected to all three dimensions of community in our work and have been since the HDC movement began. To be clear, we have been deliberate in this plan to elevate the imperative of the experience, voice, and aspirations of those who have been disenfranchised, marginalized, and underserved. It is long past due that all of our systems, institutions, and resources undergo deep evaluation and refocusing so that the ultimate ownership of housing and the economic benefits of producing and maintaining it are equitably distributed.

Connections

We want to be explicit that, as you study this plan, it is not intended to be internally focused nor purely housing focused; our intention, rather, is to focus on our housing work while still recognizing how we are connected to a much broader context of issues. The staff and board leadership of HDC have been clear for many years that access to housing is one of many needs people have. We understand that housing is inextricably linked with education, health, the environment, transportation, and more. For this reason, we have been working for many years with cross-sector partners to enact policies and marshal resources that position our work as part of a collective effort to open the doors of livelihood for all King County residents. This way of being will only be amplified as we enrich the work of our members, mobilize to enact policies that change systems, foster symbiotic relationships, and participate in a vibrant cross sector network.

*Source: "Smart Communities: How Citizens and Local Leaders Can Use Strategic Thinking to Build a Brighter Future" by Suzanne W. Morse

Conclusion



This Strategic Plan is a combination of ideas, values, commitments, and visions that come from across the spectrum of tried and true on one end, to new and exploratory on the other. There are areas of this strategic plan that build on what HDC is known for and what it does well. We can grab hold of much of this work with confidence thanks to the foundation we have with strong programming in the areas of leadership development, racial equity, advocacy, and convening. We have successes to draw on in shaping policy and advocacy agendas that our members mobilize to enact. All this learning informs the tactics and actions that will be deployed to breathe life into these next few years of our movement.

There are also areas where we know we are pushing ourselves to stretch and even change. We must emphasize the mobilization of our members and community as our key responsibility in the process of policy and systems change. We need to have the difficult conversations and do the hard work of supporting community ownership and development of housing whether done by community-based organizations, community-focused organizations, or through partnerships where community leads.

We embrace the clarity that our new vision, mission, values, and principles have brought to our objectives and strategies. They have deeply informed how we honor our member services work, how we leverage the influence of our broad and diverse membership through focused mobilization, and how we continuously seek to improve and evolve our approach to the development, ownership, and operations of affordable housing.

We are excited about what has been laid out in the plan and are duly impressed by the daunting work that lies ahead in implementation. Where new ground must be trod, the Board of Directors will guide this adaptive work with the humility and curiosity warranted. We will track our progress diligently, celebrating successes and redoubling our efforts when the results warrant new learning, discovery, and diligence.

On behalf of the Board of Directors, we thank you for reading the plan, participating in our work, and supporting the effort to bring housing security to all.

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