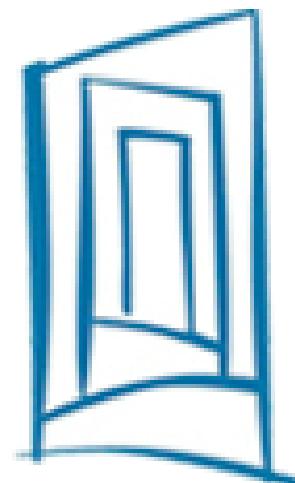




Housing Development Consortium of Seattle - King County

**A N N U A L R E P O R T**

**2020**



HOUSING  
DEVELOPMENT  
*consortium*

# WHO WE ARE



## OUR VISION

All people live with dignity in safe, healthy, and affordable homes within communities of opportunity

## OUR MISSION

Through education, advocacy, and leadership, HDC supports and inspires its members as they work collaboratively to meet the housing needs of limited income residents throughout King County

## OUR VALUES

Social equity, collaboration, impact, and integrity

## OUR PRINCIPLES

We honor and support the entire affordable housing continuum

We act as responsible stewards of public resources and public trust

We engage in productive strategic alliances across sectors and industry

We respond to diverse community needs for affordable housing solutions

2020 was a year unlike any other in living memory. HDC membership faced some of the greatest challenges of the COVID-19 emergency. While HDC members grappled with the daunting task of producing and preserving affordable housing at unprecedented levels, we also had to rethink operations and implement safety measures to minimize risk to our communities, workplaces, and homes. We recognize and raise up our members for leaning in and doing all they could in an environment with limited resources and significant new daily challenges.

In response to COVID-19, HDC took immediate steps to modify our programming and how we delivered it. For example, HDC convened a contractor's roundtable to share best practices in COVID-19 response, compliance and advocacy with State and local officials to assure affordable housing construction continued.

While we had a small number of members drop, we also welcomed new members to join in our systems change work. We are grateful to all who see and believe in the power of working collectively as we move ahead together.



Andrea Sato  
Board President



Marty Kooistra  
Executive Director



## STAFF

### NATHAN ANTONIO

Executive Administrator

### DAN CANTRELL

Operations Manager

### MARTY KOOISTRA

Executive Director

### PATIENCE MALABA

Director of Government Relations & Policy

### EMMA SCALZO

Communications & Outreach Manager

### LOREN TIERNEY

Member Services Director

### MALLORY VAN ABBEMA

Policy & Advocacy Manager

Special thanks to Aselefech Evans, who has left HDC, but significantly contributed to our work in 2020.

## BOARD

### EXECUTIVE OFFICERS

#### ANDREA SATO

Board President  
Kantor Taylor PC

#### BRIAN LLOYD

Vice President  
Beacon Development Group

#### MARK GROPPER

Secretary  
Renton Housing Authority

#### JILL FLEMING

Treasurer  
Community Roots Housing

### DIRECTORS

#### DERRICK BELGARDE

Chief Seattle Club

#### SAI CHALEUNPHONH

Marpac Construction

#### MARK ELLERBROOK

King County, HHCD

#### TERRY GALINEY

Seattle Housing Authority

#### JOELING

Edge Developers

#### CHRIS JOWELL

Catholic Housing Services of  
Western Washington

#### GRACE KIM

Schemata Workshop

#### DAN LANDES

King County Housing Authority

#### ALISA LUBER

Mercy Housing Northwest

#### LINDSAY MASTERS

A Regional Coalition for Housing

#### MICHELLE MORLAN

Lotus Development Partners

#### ELIZABETH RINEHART

WALSH Construction

#### KATE SMITH

SMR Architects

#### LAUREN THOMAS

Hopelink

#### STEPHANIE VELASCO

Seattle Office of Housing

#### RICH ZWICKER

Washington State Housing  
Finance Commission

#### JOE NAGEL

Pioneer Human Services

# CORONAVIRUS

## AN UNFORESEEN CRISIS

HDC members have continued to accomplish so much in 2020, in the face of both expected and unforeseen challenges.

As a sector, we came together to share best practices, source sanitizer and PPE for your residents and staff, and kept the safety of your communities paramount.

As an association, HDC also made major shifts to ensure we continued to support you, our members, and the broader affordable housing sector.

Our events looked a little different...



...But our advocacy, programs, trainings, and partnerships continued the conversation to ensure affordable housing can continue to support King County residents.

### COVID-19 RESPONSE

- Facilitated standing meetings with public funders to advise on distribution of COVID response resources.
- Established a COVID-19 updates and resource landing page on the HDC website.
- Hosted a Promising Practices webinar series, highlighting innovative approaches to service and housing delivery of HDC members during the pandemic.
- Sat on the King County Pandemic and Racism Community Advisory Group, elevating challenges within the affordable housing sector and disseminating up-to-date public health guidance.
- Partnered to launch Non-profits-Vital to Recovery Campaign, urging decision makers to sustain and expand funding for organizations providing critical services across WA state.

HDC SERVES AS

# ADVOCATE, BROKER, & CONVENER

OF AND FOR OUR MEMBERS



**HOUSING**  
**DEVELOPMENT**  
*consortium*

2020 ADVOCACY ACHIEVEMENTS



## ADVOCACY

ADVO<sup>C</sup>ACY uses our collective voice to advocate for policies that foster inclusive, affordable communities at the local, state, and federal levels.

### HEALTH THROUGH HOUSING

In the fall, HDC and partners successfully advocated our support for King County's Health Through Housing legislation, which made an unprecedented investment to permanent supportive housing.



### OTHER ADVOCACY WINS

- Supported affordable housing construction as an essential service amid Washington's Stay at Home Order
- Advocated for an exemption for Affordable Housing from Administrative Design Review in Seattle
- Mobilized others in support of Jump Start Seattle, a payroll tax to generate \$214 million per year to invest in affordable housing and services
- Supported Just Cause Ordinance in Auburn

HDC partnered Enterprise Community Partners and Imagine to host February's "Affordable Housing of Today" Tour for Eastside city staff and lawmakers. We explored the importance of inclusionary zoning, especially its impact on ensuring growth does not leave vulnerable neighbors behind.

Thank you, Union Bank, for your support of our work fostering connections between elected leaders, city staff, and local community groups.



### KING COUNTY CHARTER AMENDMENT NO. 2

HDC assisted in creating and promoting a King County ballot measure for affordable housing. With significant support from voters, the legislation passed and will now allow the sale of certain surplus properties at a lower price when the property is to be used for affordable housing.





## ADVOCACY

In the midst of the most devastating public health challenges our community has ever faced, Affordable Housing Week was a time to refocused on addressing the housing needs within our community, which have only been exacerbated by the COVID-19 crisis.

### AFFORDABLE HOUSING WEEK

For the last five years, AHW has been a time for us to gather as a sector to reflect on equitable policy solutions that drives access to safe, healthy and affordable homes. This year was no exception – the same familiar events and spirit of AHW past...but with all online events and one zoning-themed scavenger hunt.

10 Events

16 Proclamations from cities & King County

1,500+ Event attendees

1,000+

Actions taken for housing policies in 2020



### VIRTUAL ADVOCACY SUMMIT

HDC hosted a two-day summit for in-depth discussion and analysis of our policy priorities with our members across King County. Speakers included fellow HDC members, various partners from academia, and Lieutenant Governor Heck.



# BROKER

## ENGAGING IN STRATEGIC ALLIANCES ACROSS SECTORS AND INDUSTRIES

Since 1988, HDC membership has grown to encompass all the major nonprofit housing developers in King County, as well as the major financial institutions, architects, general contractors, attorneys, accountants, service providers, public housing authorities, and government agencies.

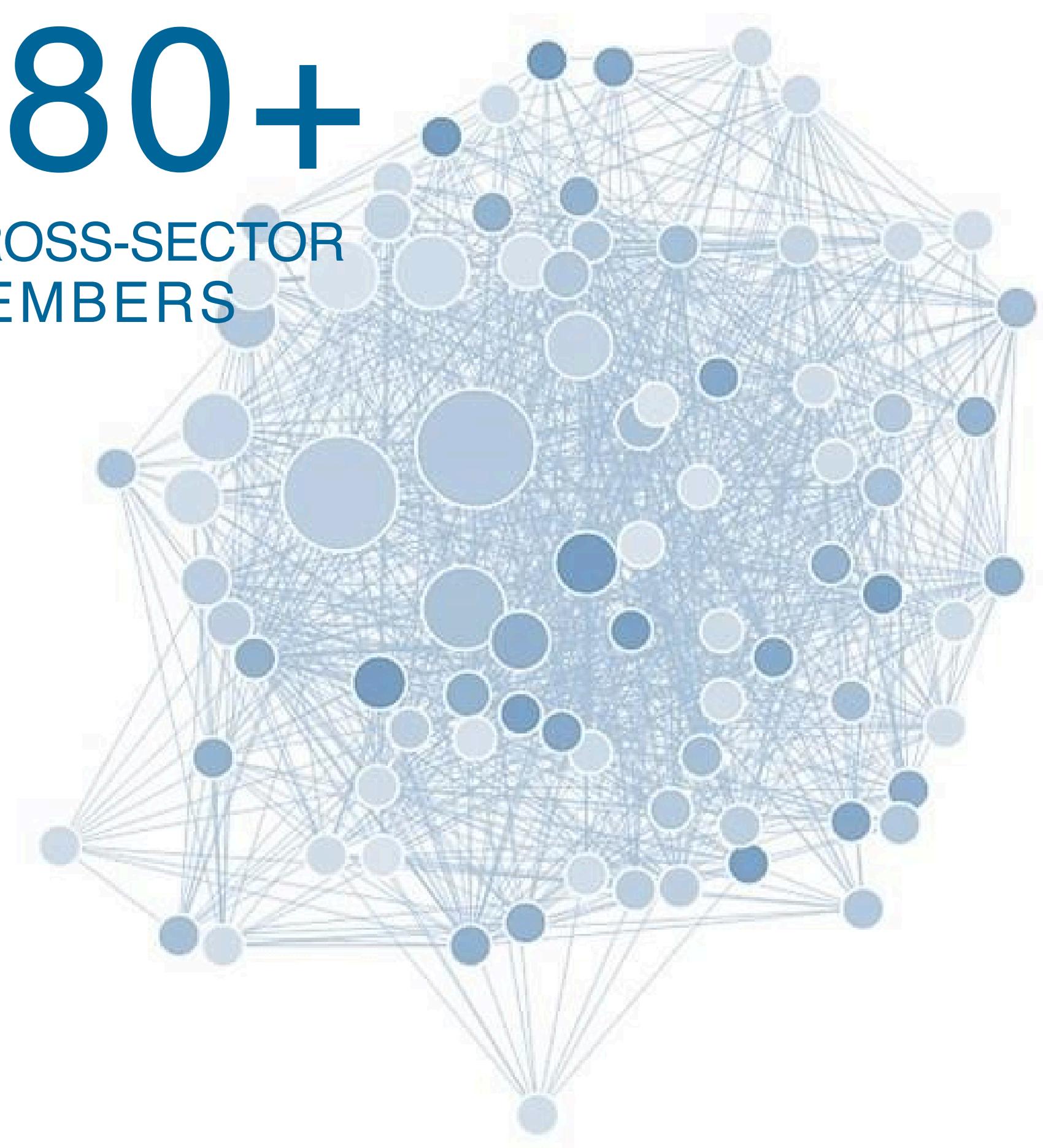
This membership-based network collaborates effectively to provide a wide range of stable and affordable housing opportunities for those who most need assistance. By uniting our shared values, we are better positioned to support the sector's ability to make a substantial community-wide impact.

As a powerful network, we engage in strategic alliances across sectors and industries to respond to diverse community needs - from homelessness to homeownership.

Through workshops, seminars, and trainings, HDC facilitates and provides skill-building opportunities, networking, and peer support, creating efficiencies in design and production to preserve and improve the sector's ability to act as responsible stewards of public resources.

180+

CROSS-SECTOR  
MEMBERS





## ENGAGING IN STRATEGIC ALLIANCES ACROSS SECTORS AND INDUSTRIES

### NORTH URBAN HUMAN SERVICES ALLIANCE (NUHSA)

NUHSA is a network of dedicated service providers and community leaders working to meet the basic needs of all residents in North King County. NUHSA is a key partner for HDC, actively supporting Affordable Housing Week programming, public workshops, and broad community engagement within the North End.

### SEATTLE FOR EVERYONE

HDC partnered with Seattle for Everyone to harness our coalition's breadth of expertise to drive policies to successful implementation and collectively supported the exemption of affordable housing projects from administrative design review in Seattle.

### SOUND COMMUNITIES

Sound Communities promotes the development of complete, walkable, equitable, and inclusive neighborhoods across the Puget Sound. HDC serves on Sound Communities' steering committee, which advocates for communities to be able to plan for and invest in affordable housing in concert with the region's expansive and transformative investments in high-capacity transit, so that we can meet critical economic, environmental, and equity goals together.

### SOUTH KING HOUSING/HOMELESSNESS PARTNERS (SKHHP)

HDC worked with South King Housing and Homelessness Partners (SKHHP) as they launched with full staff capacity to support the creation of a Housing Capital Fund.

### RECOGNITION OF HDC FROM PARTNERS:

AIA Seattle recognized HDC for our leadership with their Allied Organization Award.



We received WSHFC's Friend of Housing award for our initiatives that effectively address systemic racism in the housing industry.





## BRINGING TOGETHER ALL SECTORS, DISCIPLINES, & PROFESSIONS IN SERVICE TO AFFORDABLE HOUSING

HDC provides a range of member services, bringing together our broad member base and partners to discuss, deliberate, and act to increase the quality and availability of affordable housing.

Each year, hundreds of HDC members participate in our menu of programs, events, and affinity groups that are relevant to their organization, professional role or interests, and type of membership. It is our goal to offer contextual programming from a variety of perspectives that reaches a broad constituency of our membership.

### IN 2020, MEMBER SERVICES...

HOSTED attendees **2,300**

at **80+**

EVENTS throughout the year

Our 11 Affinity Groups, Peer Groups, and Task Forces enable members to work collaboratively, share promising practices, and develop policies, ideas, and solutions that reflect and promote our mission within each member organization and across the county.

## SUSTAINABILITY & INNOVATION

HDC and our membership is on the cutting edge of innovation in efficient development, design, & construction. Our approach aims to create healthy homes, preserve the environment, produce durable buildings, and balance the first cost in a way that doesn't reduce overall homes produced.

## EXEMPLARY BUILDINGS PROGRAM

HDC's Exemplary Building demonstration program was created to put the affordable housing community on track to achieve deep green building standards in accordance with changing state and local energy codes. In 2020, we produced sustainable design recommendations born from lengthy design charrettes with leading experts in the field.

## OFFSITE CONSTRUCTION TASK FORCE

Our Offsite Construction Task Force provides industry and research support, and equips members to address issues in permitting and construction, financing and procurement, municipal codes, and public myths. The task force is focused on creating a product package for potential sites, funders, and developers interested in implementing modular and offsite construction strategies.

# CONVENTER

## BRINGING TOGETHER ALL SECTORS, DISCIPLINES, & PROFESSIONS IN SERVICE TO AFFORDABLE HOUSING

HDC provides a range of member services, bringing together our broad member base and partners to discuss, deliberate, and act to increase the quality and availability of affordable housing.

### LEADERSHIP DEVELOPMENT SURVEY COURSE

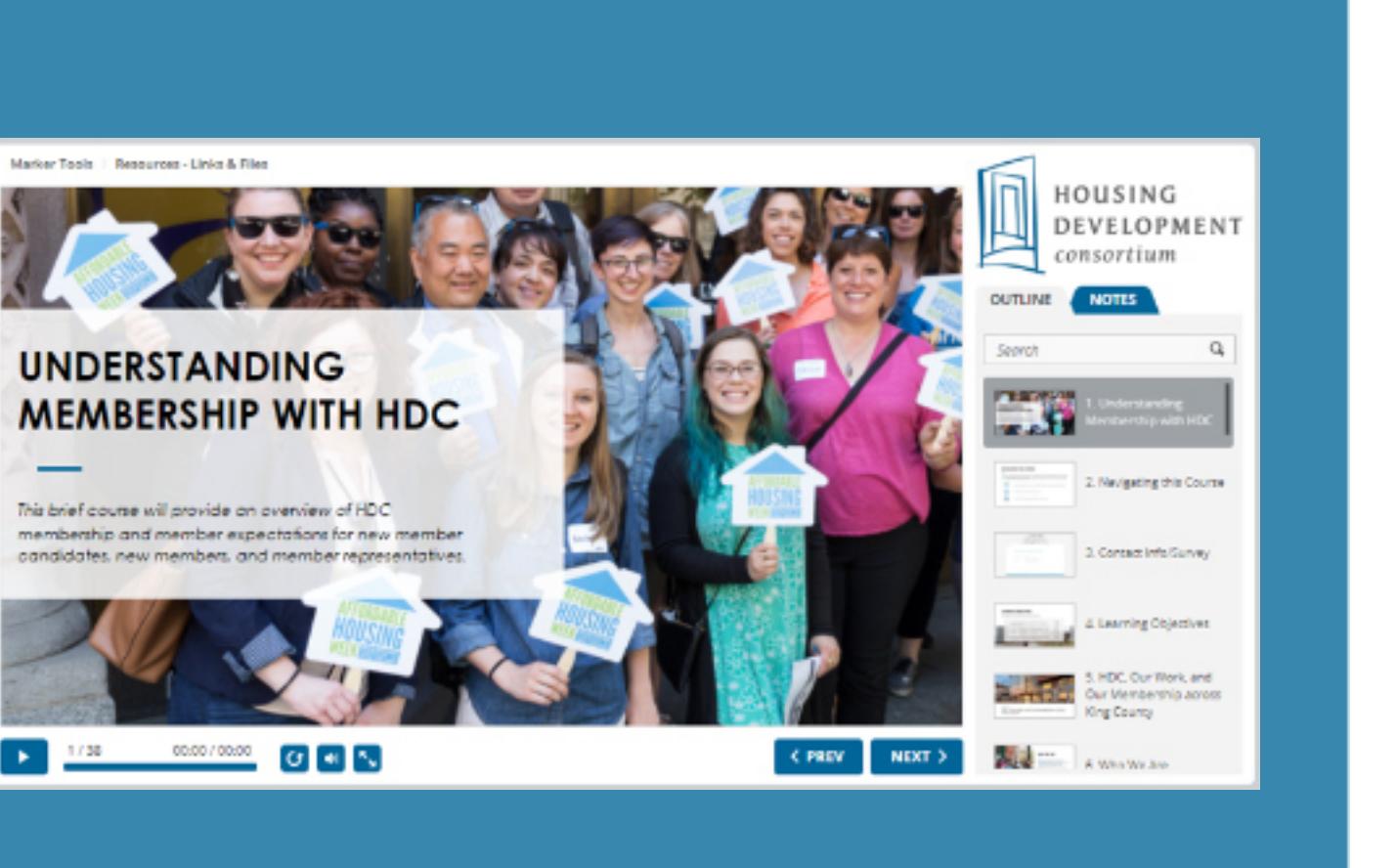
HDC's LDSC is a 7-month, 65-hour program designed to provide participants with a broad overview of leadership principles and exposure to the many and varied roles of leaders in mission and value-driven organizations.

**230** GRADUATES  
of our in-house LDSC program  
since 2008, thanks to our partner



### HDC LEARNS

In 2020, we introduced a new series, HDC LEARNS, to member staff and partners. This is our collection of the latest learning resources and promising practices, available in easily accessed and digestible tools to help increase the effectiveness of the affordable housing sector.



### LEADERSHIP DEVELOPMENT

HDC's LDI offers emerging leaders the tools they need to access both technical and professional skills, and to understand the importance of leveraging partnerships across sector.

#### LDI TRAININGS OFFERED IN 2020



Rental Housing Development Finance Program HD420 for 25 member staff



HMM course for 100 member staff with monthly conversation cafes



Undoing Racism training for 40 member staff

Thank you to our partners and supporters who make this initiative possible:

JPMORGAN CHASE & CO.

UnionBank

# RACIAL EQUITY

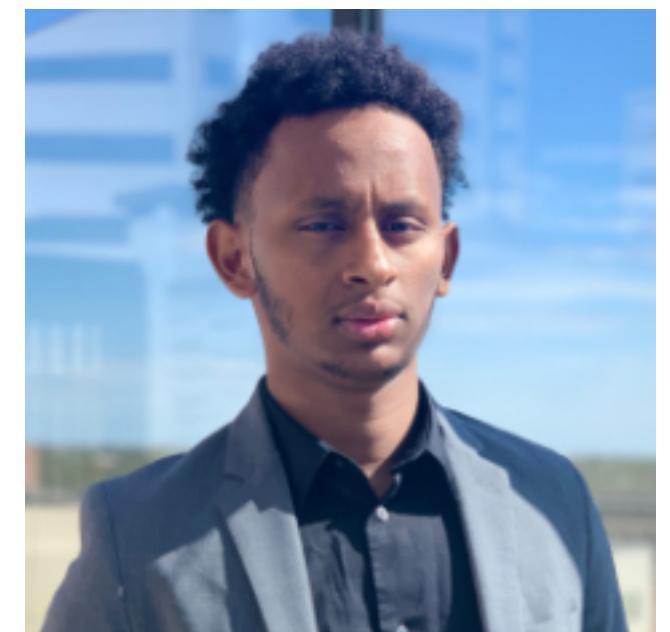
## APPLYING A RACIAL EQUITY LENS TO OUR PROGRAMS AND INITIATIVES

HDC's Race, Equity, and Inclusion Initiative programming seeks to help our members apply a racial equity lens to their practices in order to achieve a more just, dignified, and connected housing sector King County.

### HOUSING DEVELOPMENT INTERNSHIP

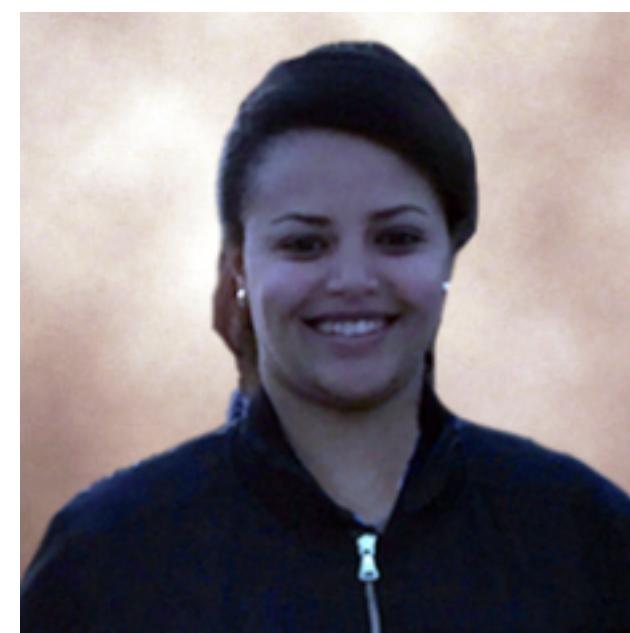
Our HDI Program is a nine-month paid internship designed to recruit, train, and retain racially and socio-economically diverse students who might not otherwise know about opportunities in affordable housing to help diversify a historically white sector.

In 2020, the program's second year, HDC placed these seven driven undergraduate and graduate students at our member organizations.



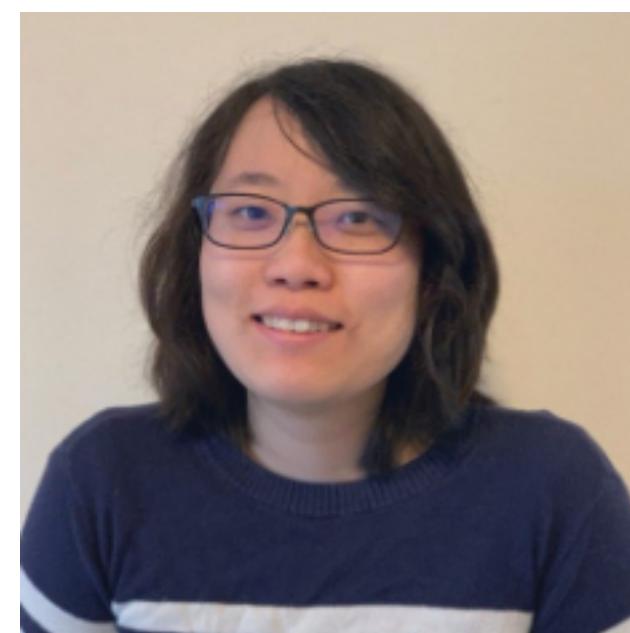
**OSMAN MAHUD**

Intern at Washington State Housing Finance Commission



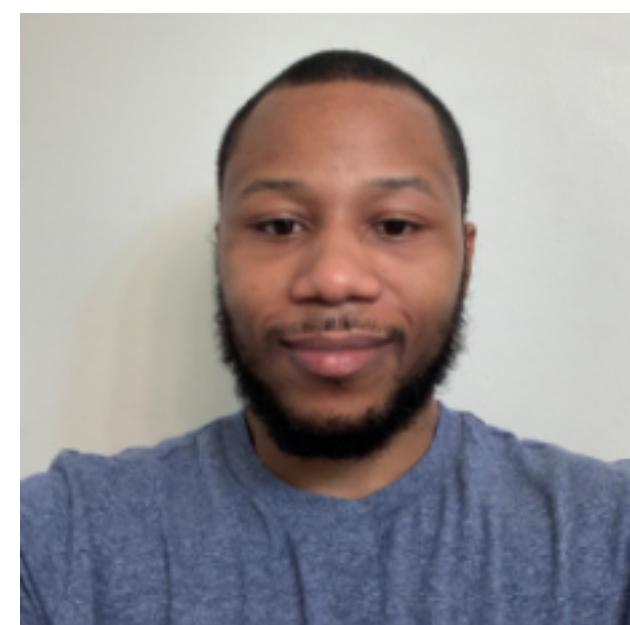
**KUMI BEYENE**

Real Estate Intern at HomeSight



**VICTORIA CHOW**

Intern at Plymouth Housing



**DARRYL HOLMAN**

Intern at GS Consulting & Ally Community Development



**MYRON JOEL BANEZ**

Intern at Beacon Development Group



**LEYILA MUSTEFA**

Intern at Catholic Housing Services



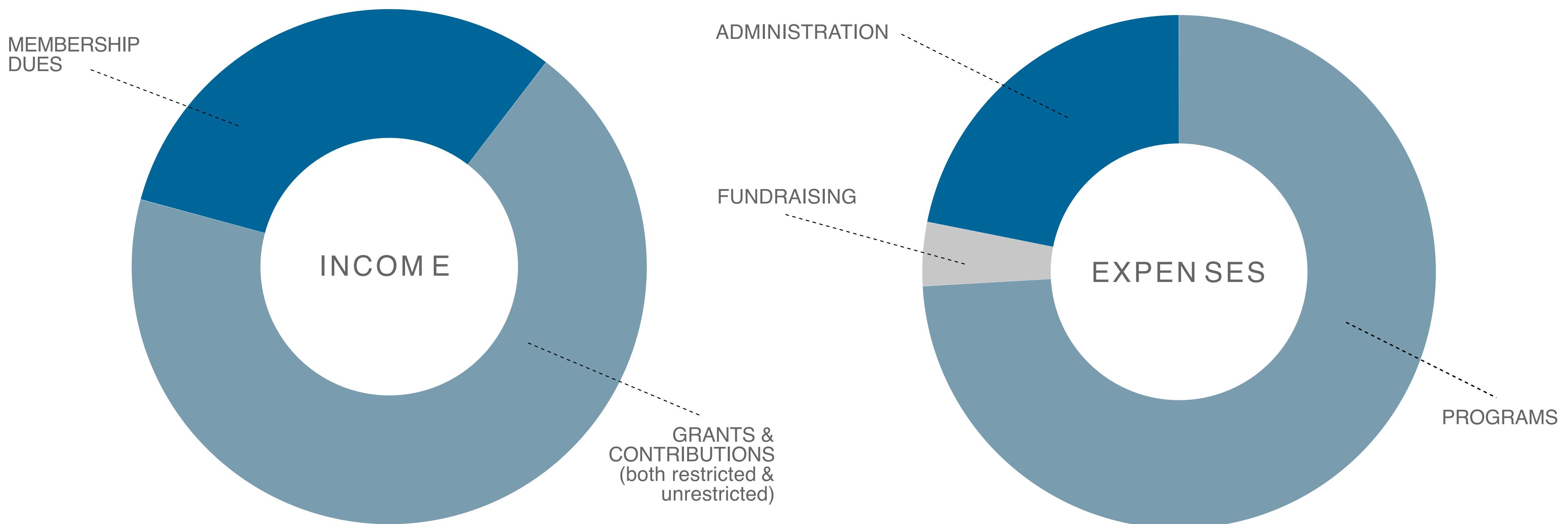
**BRENDA GONZALES**

Intern at Community Roots Housing

# FINANCIALS

## PROVIDING A VALUE PROPOSITION TO OUR MEMBERS

HDC works to provide a value proposition for members that earns their on-going support. As you can see, member dues comprise about a third of our budget, and the majority of our expenses are on programs designed to build the capacity of our members.



### OPERATING INCOME

RESTRICTED CARRYOVER FROM 2019	\$120,701
MEMBER DUES	\$443,189
CONTRIBUTIONS- Restricted	\$494,986
CONTRIBUTIONS- Unrestricted	\$481,482
RESTRICTED CARRYOVER TO 2021	(\$302,904)
<b>TOTAL</b>	<b>\$1,237,400</b>

### ASSETS

NET ASSETS - Beginning of Period	\$900,638
NET ASSETS- End of Period	\$1,176,314
CHANGE IN NET ASSETS	+\$275,676

### OPERATING EXPENSES

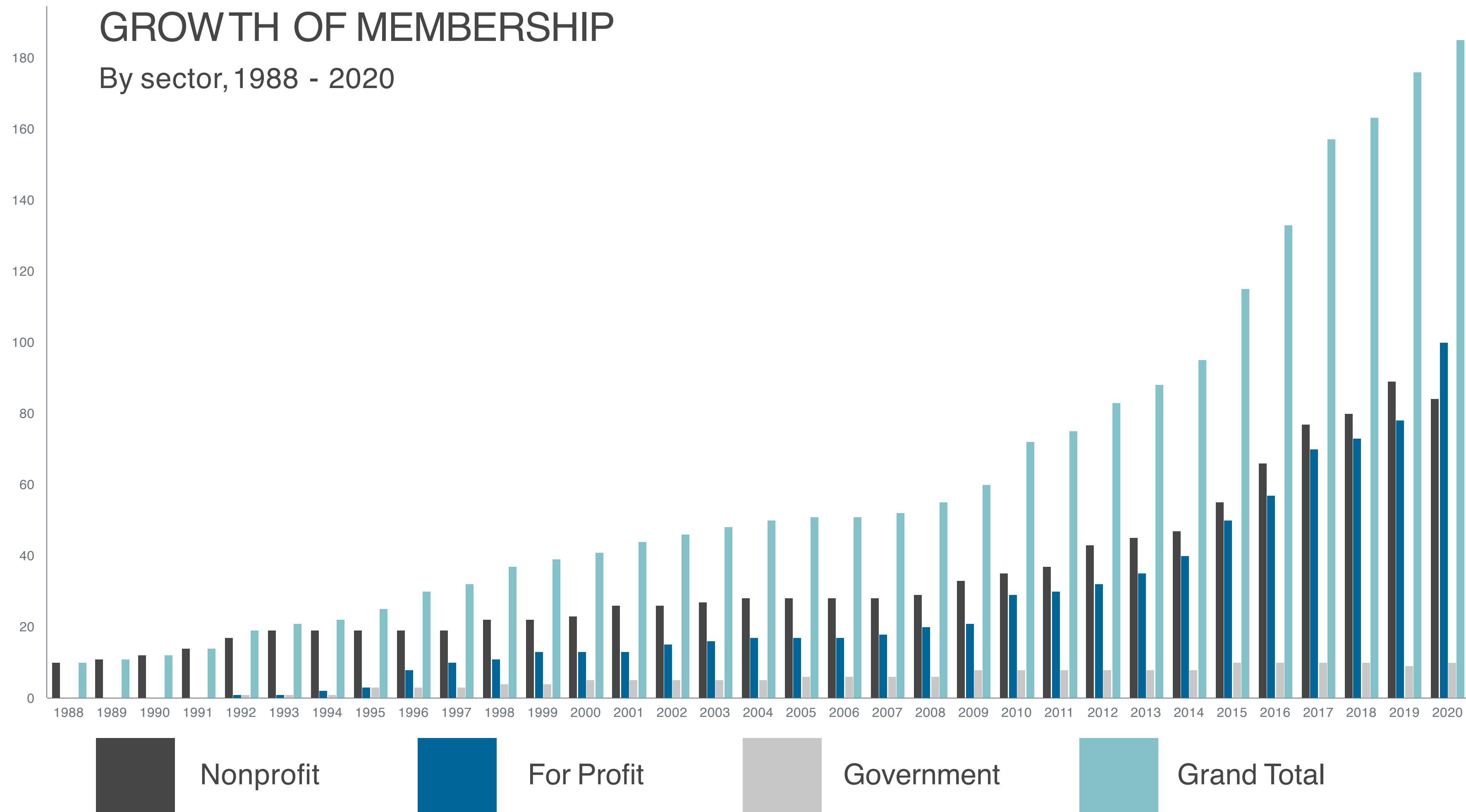
PROGRAMS	\$933,219
FUNDRAISING	\$50,483
ADMINISTRATION	\$275,392
<b>TOTAL</b>	<b>\$1,259,094</b>



## MEMBERSHIP

### BRINGING TOGETHER LEADERS, INNOVATORS, BUILDERS, MOVEMENT-MAKERS ACROSS KING COUNTY

When a small group of affordable housing advocates started meeting in Seattle in 1988, no one imagined the HDC of today. HDC continues to expand its reach, engagement, and influence along with our evolving membership.



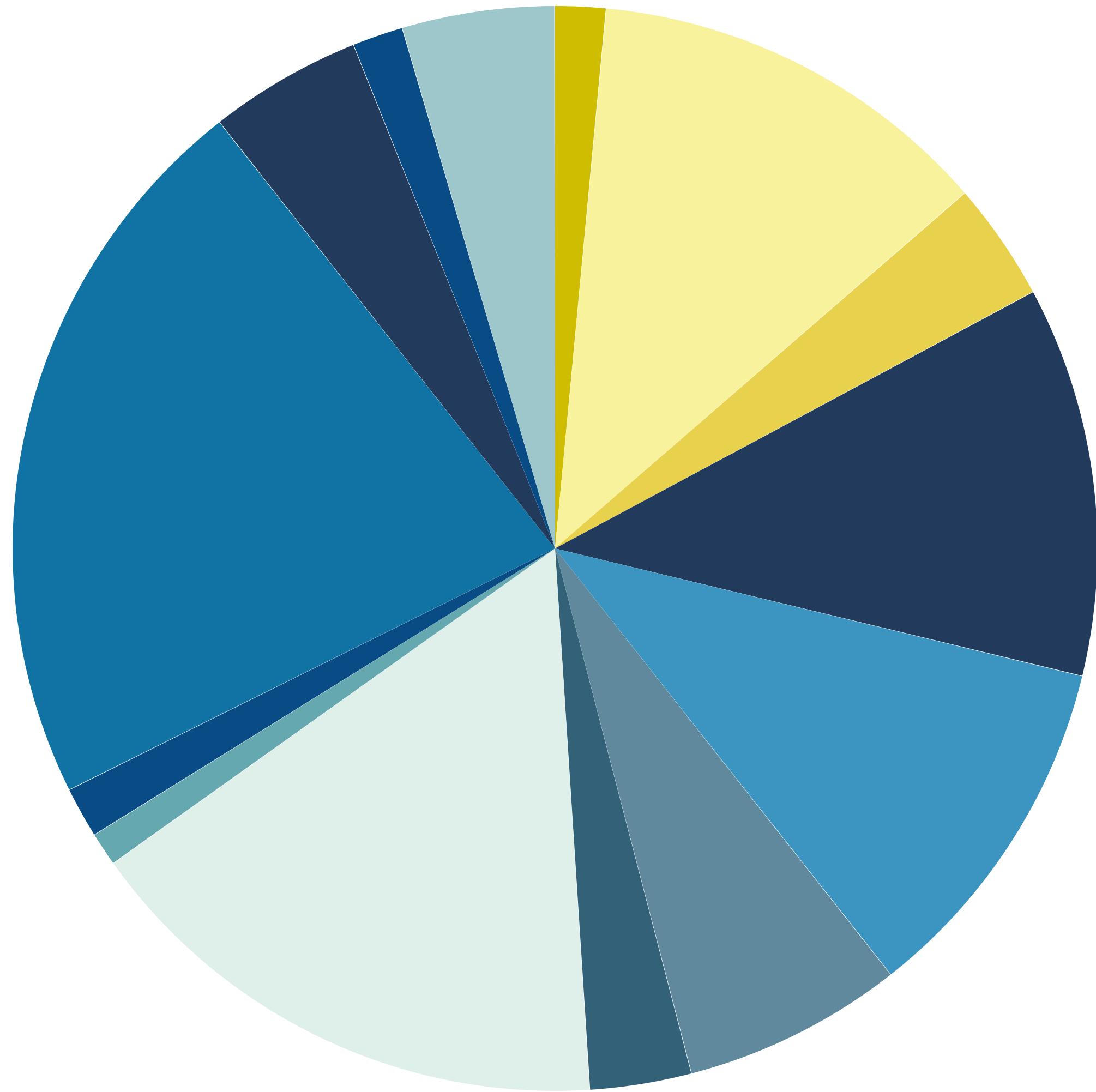
# MEMBERSHIP

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### MEMBERSHIP BY SECTOR

- Accounting
- Architect
- Association
- Bank/Private Funder
- Construction/Construction Specialty
- Design/Development Consultants
- Government
- Housing Developer/Provider
- Insurance
- Legal
- Nonprofit/Supportive Services
- Other
- Public Housing Authority
- Public/Nonprofit Funder



# COMMUNITY IMPACT



Affordable homes contribute to communities by adding vitality, increasing local purchasing power, and improving the quality of neighborhoods. HDC members are hard at work in communities within King County and beyond.

As of 2021, HDC members have collectively built and preserved:

**48,500 AFFORDABLE HOMES\***

in  
38+ COMMUNITIES

covering  
2,800+ LOCATIONS THROUGHOUT KING  
COUNTY

\* During the term of their membership

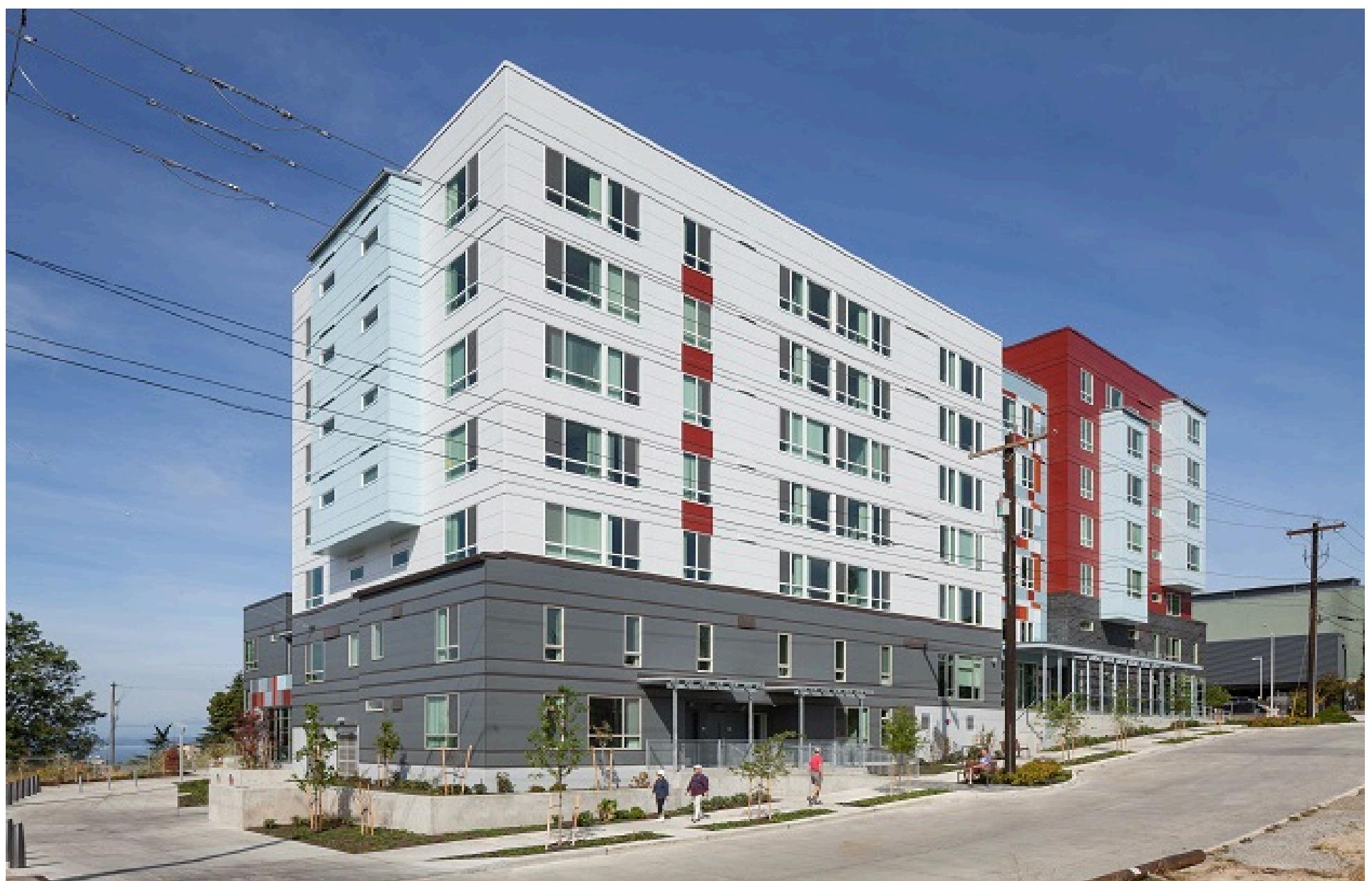
HDC members provided  
**22,437 FEDERAL HOUSING SUBSIDIES**

worth more than

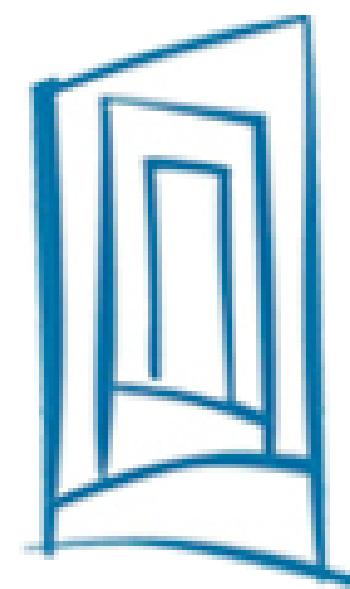
**\$300 MILLION**

which benefited local economies.

**130,200**  
**TOTAL INDIVIDUALS**  
in homes built & preserved by  
HDC members

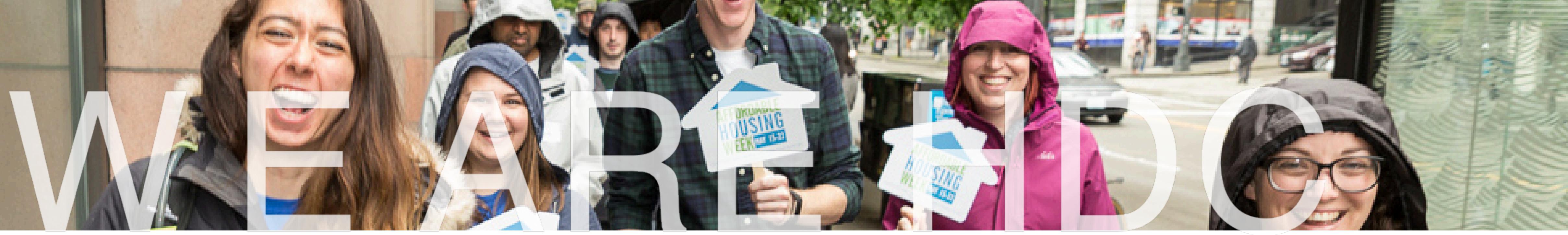


# WE ARE HDC



HOUSING  
DEVELOPMENT  
*consortium*

2020 MEMBER DIRECTORY



## MEMBER

4EA Building Science  
 Affordable Housing Management Association of Washington  
 African Community Housing & Development  
 Aging and Disability Services  
 Aging and Long-Term Support Administration  
 AIA Seattle  
 All Home  
 Ally Community Development  
 Ankrom Moisan Architects  
 ARC Architects  
 ARCH  
 Artspace Projects, Inc.  
 Aspect Consulting  
 Attain Housing  
 Bank of America  
 Banner Bank  
 barrientos RYAN  
 Baylis Architects  
 Beacon Development Group  
 BECU  
 Bellwether Housing  
 Blokable  
 BNBuilders  
 Boston Financial Investment Management  
 Brawner  
 BRIDGE Housing  
 BUILD  
 Building Changes

## SECTOR

For Profit  
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## SEGMENT

Engineering  
 Association  
 Nonprofit/Supportive Services  
 Government  
 Government  
 Association  
 Government  
 Design/Development Consultants  
 Architecture  
 Architecture  
 Public/Nonprofit Funder  
 Housing Developer/Provider  
 Engineering  
 Nonprofit/Supportive Services  
 Bank/Private Funder  
 Bank/Private Funder  
 Design/Development Consultants  
 Architecture  
 Design/Development Consultants  
 Bank/Private Funder  
 Housing Developer/Provider  
 Construction/Construction Specialty  
 Construction/Construction Specialty  
 Bank/Private Funder  
 Design/Development Consultants  
 Housing Developer/Provider  
 Architecture  
 Other

## JOINED

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# WE ARE HD

# MEMBER

MEMBER	SECTOR	SEGMENT	JOINED
Business Impact NW	Nonprofit	Public/Nonprofit Funder	2016
Byrd Barr Place	Nonprofit	Nonprofit/Supportive Services	2018
Capital One	For Profit	Bank/Private Funder	2017
Cascade Affordable Housing Consultants	For Profit	Design/Development Consultants	2011
Catholic Housing Services	Nonprofit	Housing Developer/Provider	1988
CBRE Affordable Housing	For Profit	Bank/Private Funder	2020
Chief Seattle Club	Nonprofit	Nonprofit/Supportive Services	2018
City of Renton	Government	Government	2015
City of Seattle Office of Housing	Government	Government	1998
Clark Nuber	For Profit	Accounting	2017
Columbia Bank	For Profit	Bank/Private Funder	2019
Community Frameworks	Nonprofit	Housing Developer/Provider	2011
Community Homes	Nonprofit	Nonprofit/Supportive Services	2017
Community Roots Housing	Nonprofit	Housing Developer/Provider	1988
Compass Construction	For Profit	Construction/Construction Specialty	2019
Compass Housing Alliance	Nonprofit	Housing Developer/Provider	1991
Congregations for the Homeless	Nonprofit	Nonprofit/Supportive Services	2016
Crescent Collaborative	Nonprofit	Nonprofit/Supportive Services	2016
DASH	Nonprofit	Housing Developer/Provider	2000
DCI Engineers	For Profit	Engineering	2020
Deacon	For Profit	Construction/Construction Specialty	2016
DESC	Nonprofit	Housing Developer/Provider	2001
DevCo, Inc.	For Profit	Housing Developer/Provider	2020
DNDA	Nonprofit	Nonprofit/Supportive Services	2017
Ecotope	For Profit	Engineering	2019
Edge Developers	For Profit	Design/Development Consultants	2016
Ekovate Air	For Profit	Design/Development Consultants	2020
El Centro de la Raza	Nonprofit	Nonprofit/Supportive Services	2012



MEMBER	SECTOR	SEGMENT	JOINED
Emerald Cities Seattle	Nonprofit	Other	2014
Encore Architects	For Profit	Architecture	2019
Enterprise Community Partners	Nonprofit	Public/Nonprofit Funder	1998
Environmental Works	Nonprofit	Architecture	1988
Express Credit Union	Nonprofit	Bank/Private Funder	2015
Falkin Associates	For Profit	Design/Development Consultants	2010
Federal Home Loan Bank of Des Moines	For Profit	Bank/Private Funder	2014
First American	For Profit	Insurance	2010
Forterra	Nonprofit	Other	2018
Friends of Youth	Nonprofit	Nonprofit/Supportive Services	2012
GGLO	For Profit	Architecture	1997
GMD Development	For Profit	Housing Developer/Provider	2018
GS Consulting	For Profit	Design/Development Consultants	2020
Habitat for Humanity Seattle-King County	Nonprofit	Housing Developer/Provider	1988
Harborstone Credit Union	Nonprofit	Bank/Private Funder	2017
Hawaii Housing Alliance	Nonprofit	Nonprofit/Supportive Services	2015
Heritage Bank	For Profit	Bank/Private Funder	2015
HERO House NW	Nonprofit	Nonprofit/Supportive Services	2017
HomeSight	Nonprofit	Housing Developer/Provider	1990
Homestead Community Land Trust	Nonprofit	Housing Developer/Provider	2003
HomeStreet Bank	For Profit	Bank/Private Funder	2015
Hopelink	Nonprofit	Nonprofit/Supportive Services	2012
Horizon Housing Alliance	Nonprofit	Housing Developer/Provider	2019
Housing Resources Bainbridge	Nonprofit	Housing Developer/Provider	2013
HumanGood	Nonprofit	Housing Developer/Provider	2014
Imagine Housing	Nonprofit	Housing Developer/Provider	1992
Impact Capital	Nonprofit	Public/Nonprofit Funder	1992
InterIm CDA	Nonprofit	Housing Developer/Provider	1988



## MEMBER

International Living Future Institute  
International Rescue Committee  
Jackson Main  
JPMorgan Chase  
Kantor Taylor PC  
Kate's House Foundation  
KeyBank  
King County HHCDD  
King County Housing Authority  
Knit  
LeadingAge Washington  
LifeWire  
LIHI  
Lotus Development Partners  
Loveridge Hunt  
Lument  
Madrone Consulting  
Marpac Construction  
Maul Foster & Alongi  
Mercy Housing Northwest  
Method Homes  
Microsoft  
Miller Hull  
Mithun  
MLK-Seattle Black Veterans Housing and Human Services Group  
Mt. Baker Housing  
Multi-Service Center

## SECTOR

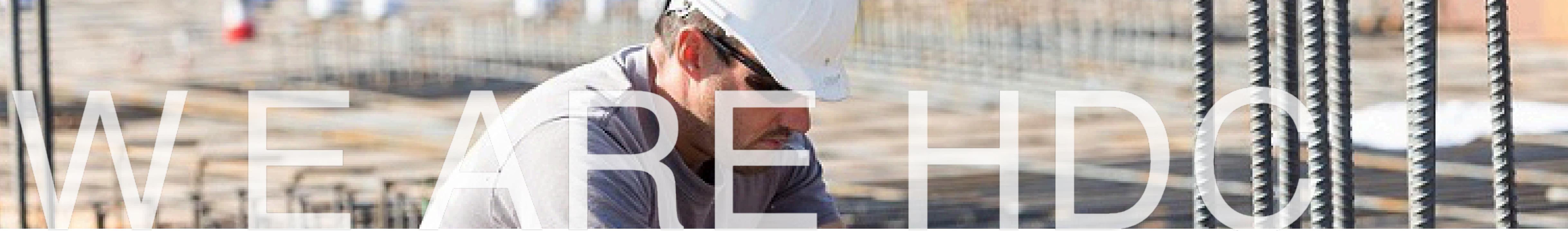
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## SEGMENT

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Public Housing Authority  
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Housing Developer/Provider  
Design/Development Consultants  
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Nonprofit/Supportive Services  
Housing Developer/Provider  
Nonprofit/Supportive Services

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# WE ARE HDI

## MEMBER

Muslim Housing Services  
 Nakano Associates  
 National Development Council  
 National Equity Fund - Northwest Office  
 National Housing Conference  
 Navos  
 Northwest EcoBuilding Guild  
 Novogradac  
 O'Brien360  
 Opportunity Council  
 OrePac  
 Pacifica Law Group  
 Parkview Services  
 Path with Art  
 Pike Place Market PDA  
 Pioneer Human Services  
 Plymouth Healing Communities  
 Plymouth Housing  
 Rafn Company  
 RBC Capital Markets  
 RDH Building Science  
 Rebuilding Together Seattle  
 Red Stone Equity Partners  
 Refugee Women's Alliance  
 Renton Housing Authority  
 Rolluda Architects  
 Runberg Architecture Group  
 SAGE Architectural Alliance  
 Sage Conservation

## SECTOR

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## SEGMENT

Nonprofit/Supportive Services  
 Architecture  
 Public/Nonprofit Funder  
 Public/Nonprofit Funder  
 Association  
 Nonprofit/Supportive Services  
 Association  
 Accounting  
 Design/Development Consultants  
 Nonprofit/Supportive Services  
 Construction/Construction Specialty  
 Legal  
 Housing Developer/Provider  
 Nonprofit/Supportive Services  
 Housing Developer/Provider  
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 Nonprofit/Supportive Services  
 Housing Developer/Provider  
 Construction/Construction Specialty  
 Bank/Private Funder  
 Engineering  
 Nonprofit/Supportive Services  
 Bank/Private Funder  
 Nonprofit/Supportive Services  
 Public Housing Authority  
 Architecture  
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 Architecture  
 Design/Development Consultants

## JOINED

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# WE ARE HDC

## MEMBER

Schemata Workshop  
 SCIDpda  
 Sea Mar Community Health Centers  
 Seattle CityClub  
 Seattle Housing Authority  
 SEED  
 SHAG  
 Shelter Resources, Inc.  
 Simkin Search  
 SKHHP  
 SKL Architects  
 Skyway Solutions  
 SMR Architects  
 Solid Ground  
 Sound Generations  
 Spectrum Development Solutions  
 Sprague Israel Giles  
 Square Peg Development/Pallet SPC  
 Stoel Rives  
 Synergy Construction  
 The Salvation Army Northwest Division  
 The Sophia Way  
 Third Place Design Co-operative  
 Tiscareno Associates  
 Tonkin Architecture  
 TWG Development  
 ULI Northwest  
 Umpqua Bank  
 Union Bank

## SECTOR

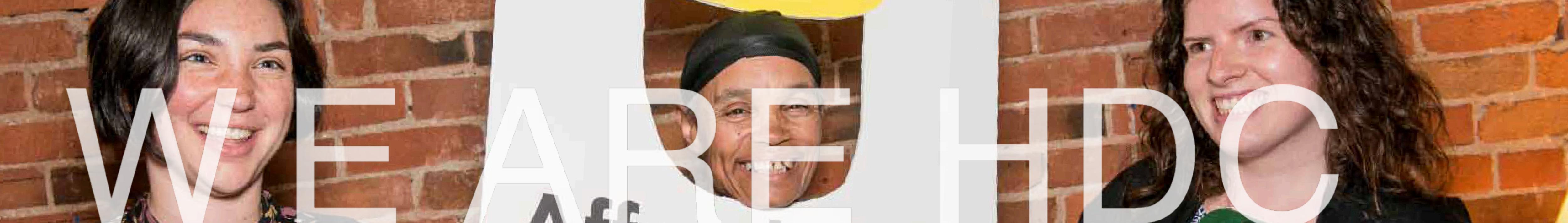
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## SEGMENT

Architecture  
 Housing Developer/Provider  
 Nonprofit/Supportive Services  
 Other  
 Public Housing Authority  
 Housing Developer/Provider  
 Housing Developer/Provider  
 Design/Development Consultants  
 Other  
 Public/Nonprofit Funder  
 Architecture  
 Nonprofit/Supportive Services  
 Architecture  
 Nonprofit/Supportive Services  
 Nonprofit/Supportive Services  
 Construction/Construction Specialty  
 Insurance  
 Construction/Construction Specialty  
 Legal  
 Construction/Construction Specialty  
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## JOINED

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## MEMBER

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Urban League of Metropolitan Seattle  
US Bank  
Valley Cities  
Venture General Contracting  
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Wellspring Family Services  
WG Clark Construction  
Whitley Evergreen  
William Wright Photography  
YMCA Social Impact Center  
YouthCare  
YWCA Seattle | King | Snohomish

## SECTOR

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## SEGMENT

Nonprofit/Supportive Services  
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Bank/Private Funder  
Nonprofit/Supportive Services  
Construction/Construction Specialty  
Bank/Private Funder  
Architecture  
Nonprofit/Supportive Services  
Nonprofit/Supportive Services  
Housing Developer/Provider  
Nonprofit/Supportive Services  
Housing Developer/Provider  
Bank/Private Funder  
Construction/Construction Specialty  
Public/Nonprofit Funder  
Nonprofit/Supportive Services  
Public/Nonprofit Funder  
Architecture  
Architecture  
Nonprofit/Supportive Services  
Bank/Private Funder  
Nonprofit/Supportive Services  
Construction/Construction Specialty  
Construction/Construction Specialty  
Other  
Nonprofit/Supportive Services  
Nonprofit/Supportive Services  
Nonprofit/Supportive Services

## JOINED

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