Housing Development Consortium of Seattle-King County

**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 people throughout King County

**Our Values**

- **Social Equity** - We serve the cause of access to affordable housing
- **Collaboration** - We work with diverse stakeholders to move the affordable housing agenda forward
- **Impact** - We help our members achieve measurable affordable housing production and preservation goals
- **Integrity** - We honor our commitments

**Guiding Principles**

- We honor and support the entire affordable housing continuum
- We act as responsible stewards of public resources and the public trust
- We engage in productive strategic alliances across sectors and industries
- We respond to diverse community needs for affordable housing solutions
Strategic Objectives

Participate in, and when appropriate, lead efforts that have the potential to positively impact affordable housing policy and advocacy.

Promote, support, and inspire the affordable housing sector to increase effectiveness, visibility, and impact.

Mobilize Advocates to Enact Policies, Change Systems, and Marshal Resources

Educate and engage members, policymakers, and the community in support of policies that increase access to affordable housing, create or preserve funding sources, and foster equitable communities of opportunity.

Strengthen the Capability of HDC as an Association

Build up HDC as an organization and its infrastructure so it can be the most effective sector network weaver and convener.

Seek Out and Lead New Ways to Increase the Effectiveness of the Sector

Participate in, and when appropriate, lead efforts that have the potential to positively impact affordable housing policy and advocacy.

Goals

Enhance Member Capacity and Effectiveness

Mobilize Advocates to Enact Policies, Change Systems, and Marshal Resources

Strengthen the Capability of HDC as an Association

Seek Out and Lead New Ways to Increase the Effectiveness of the Sector

Housing Development Consortium of Seattle-King

STRATEGIC PLAN

Effective & Efficient Member Network

Convener

Broker

Advocate

Mobilize Advocates to Enact Policies, Change Systems, and Marshal Resources

Seek Out and Lead New Ways to Increase the Effectiveness of the Sector

Enhance Member Capacity & Effectiveness

Strengthen the Capability of HDC as an Association

Effective & Efficient Member Network

DRAFT 11/26/2019
<table>
<thead>
<tr>
<th>Goals</th>
<th>Strategic Objectives</th>
<th>2021 Actions</th>
</tr>
</thead>
</table>
| Enhance Member Capacity and Effectiveness | Promote, support, and inspire the affordable housing sector to increase effectiveness, visibility, and impact | 1. Support Affinity Groups and Task Forces to amplify their effectiveness and engagement with use of action plans and setting related, appropriate advocacy priorities  
2. Enhance and expand the Leadership Development Initiative, including by increasing access to the LDSC and supports for resident services and other frontline staff  
3. Continue the HDC Housing Development Internship Program  
4. Fully launch the HDC member engagement strategy and related tracking of effectiveness  
5. Support the Emerald Cities Contractor Academy reaching POC- and Women-owned businesses  
6. Continue cross-sector partnership-building via Housing and... Series, and Housing and Education (HELO) work  
7. Expand E-Courses available and build out “HDC Learns” |
| Mobilize Advocates to Enact Policies, Change Systems, and Marshal Resources | Educate and engage members, policymakers, and the community in support of policies that increase access to affordable housing, create or preserve funding sources, and foster equitable communities of opportunity | 1. Conduct Advocacy Intensive training and webinars to support advocates, and offer “Tours of Elected Officials”  
2. Grow the impact of Affordable Housing Week and engagement of the faith community in the same and other advocacy opportunities  
3. Map member relationships with elected officials for mobilization potential  
4. Support the sub-regional work of ARCH, SKHHP, and NUHSA, as well as the newly launched network of King County housing policy staff  
5. Review all policy positions with the HDC Racial Equity Assessment Tool  
6. Seek out and advance partnerships with cross-sector allies and coalitions like Seattle for Everyone; support critical related concerns including changing the state’s regressive revenue structure to adequately fund housing and other needs  
7. Complete, to the extent possible, the 2021 HDC advocacy agenda, support WLIHA’s State legislative agenda, and produce a 2021 state and local advocacy agenda with broad membership and allied partner input  
8. Support King County social investment fund (“Evergreen Impact Fund”) implementation and other creative private sector engagement strategies  
9. Engage in exploration of regional structures that could scale land acquisition and affordable housing production via Sound Communities  
10. Support the Tax Credit Improvement Act (Cantwell) to expand and enhance LIHTC |
### Strategic Objectives

**Build up HDC as an organization and its infrastructure so it can be the most effective sector network weaver and convener**

1. Complete all information management initiatives fully
2. Fully launch organizational CRM
3. Map out organizational leadership succession strategy for board and management
4. Evaluate all practices related to growing membership and optimal membership size and makeup
5. Explore different governance models that foster member wide input and equitable decision making
6. Evaluate the HDC’s revenue model and its long-term sustainability

**Participate in, and when appropriate, lead efforts that have the potential to positively impact affordable housing policy and advocacy**

1. Evaluate potential of a shared services model for how other Puget Sound counties can benefit from “consortia related actions and programming” and relationships with similar such organizations
2. Support the board adopted process to address key strategic issues related to vision, mission, identity, and sustainability considering today’s environment
3. Where feasible, expand offering of member programming to adjacent counties
4. Continue to explore relationships with organizations working in the space of increasing housing supply and density