

Strategic Plan

2025-29

Mission & Vision

We are driven by a vision of a diverse, healthy, equitable region in which people of all incomes and backgrounds share in its opportunity and prosperity.

We make this vision a reality by creating and stewarding quality housing throughout the Puget Sound that is affordable to lower income people, located near great community amenities, and provides residents the support and environment they need to thrive.

Our Equity Pillars

- ❖ Create and operate housing that respects the dignity of our residents
- ❖ Support and partner with organizations led by and serving people of color, persons with disabilities, and the LGBTQ community
- ❖ Attract and support a diverse workforce that offers equitable opportunities for development and advancement
- ❖ Seek to understand our organizational and individual biases and how those negatively impact our work, and strive to overcome them



Strategic Priorities

Continue increased rate of housing production

- Create 1,500 new homes by 2029, including at least 800 homes for families
- Expand to east King & north King/Snohomish Counties
- Through advocacy, communications, and community engagement, build support for new affordable housing funding
- Build at scale, focusing on opportunities of 100 homes or more
- Continue to diversify funding models, including those that use no public resources

Center residents and the communities in which they live

- Resident services create housing stability, foster community-building, and connect residents to community resources
- Amenities support resident needs & foster community engagement. Non-residential spaces prioritize community-building & financial sustainability
- Property operations produce high occupancy, great customer service, and positive community reputation
- Locational choices provide access to opportunities for stability and economic advancement
- Community engagement during the development process builds public support and community connections

Ensure our housing is sustainable

- Building scale, funding models, and population targets balance mission & sustainability
- All teams understand revenue & expense drivers
- Building designs reflect tenant, staff, and community priorities. All departments shape building programming & design
- Building systems & materials are deployed to advance energy efficiency and environmental & financial sustainability
- Older buildings are repositioned to prioritize financial sustainability, maximizing the quantity & quality of affordable homes, and resident stability

Teams embody values, are inspired & supported to reach organizational goals

- Embed systems that leverage efficiencies of scale
- We set clear expectations, remove barriers, promote ownership & accountability, recognize & reward great work, and prioritize professional development
- Teams are inspired to achieve organizational goals & understand how goals support mission
- Teams prioritize cross-departmental communication and collaboration
- We support a diverse workforce & equitable opportunities for development & advancement