

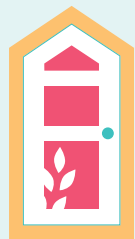
Strategic Plan: 2020-2024

North Star

A diverse, healthy, resilient region where people of all incomes and backgrounds share in its opportunity and prosperity.

Intended Impact

Neighborhoods throughout urban King County become and remain racially diverse, equitable, and income integrated as a result of increased production, preservation and stewardship of affordable housing.



BELLWETHER
HOUSING

Our values with one another

Collaboration
Accountability
Belonging

Our values with our residents

Compassion
Respect
Community

Our values with community partners

Collaboration
Integrity
Leadership

Our values with buildings & resources

Stewardship
Sustainability
Innovation

Strategic Objectives and Initiatives

Deepen our impact by creating more housing

- Add 2500 homes to our portfolio by 2025. Expand into the South & East King County transit corridors.
- Focus on acquiring and preserving existing affordable housing.
- Advocate for new funding sources and affordable housing policies.
- Share our expertise in real estate development with other mission driven organizations. Do so to produce more housing and to advance and diversify the field.
- Use partnerships to take on new and bigger opportunities.
- Diversify funding models, including those that use no public resources.

Our assets are sustainable & fuel growth & mission

- Portfolio has range of unit sizes, income and population targets, and funding sources.
- Staff understand and are responsive to operational & development cost-drivers.
- All departments shape building programming & design. Buildings reflect financial goals, political priorities, tenant & community needs.
- Asset management and operations activities become a source of income for growth
- Non-residential spaces balance resident & neighborhood needs with financial sustainability.
- Building designs improve energy efficiency & environmental & financial sustainability.

Our work centers residents and the communities in which they live

- Robust building amenities support resident needs & community building.
- Leasing & management practices focus on quality customer service & advance racial & social equity.
- Development & acquisitions center racial & social equity through locational choices, partnerships & building programming.
- Community engagement during all project phases builds public support. Focus on resident well-being & community connections.
- Resident services program focuses on resident stability. Connects residents to community resources and opportunities.
- Fund development supports community engagement goals & resident services.

We are engaged, adaptive and prepared to embrace growth

- We build the infrastructure & staffing needed for our growth.
- Our board & staff are racially diverse. They have diverse perspectives & skills & embody Bellwether's values.
- Our organizational culture reflects our values, across every team.
- Our revenue can support our growth and our on-going operations.
- All staff & board engaged in accomplishing our mission and goals.