



A place to live,
a place to grow

2016-2020 Strategic Plan

To Our Community



The context in which this 2016-2020 Strategic Plan was developed is one of an unprecedented period of economic growth in Seattle. Jobs, especially in the highly skilled technology sector, are being created at a rapid rate and developers can't build apartments fast enough to house the influx of workers. Seattle has become a world-class city known for global engagement and innovation, and the city's prosperity is creating new opportunities for advances in education, health, transportation and other areas.

While this explosive growth is good for our city and region overall, there is an unfortunate consequence: the income inequality gap is widening. It is imperative we not lose sight of ensuring that the way forward to improved lives includes all the residents of Seattle—the rich diversity of people at all income levels represented in the fabric of our city. That is perhaps one of the greatest challenges we face as a community and that the Seattle Housing Authority faces as a provider of housing and services to those who cannot afford to live without additional support.

The region's future is bright but the growth is shrinking options for people with lower incomes. With prices skyrocketing, Seattle is losing affordable housing. Homelessness is at crisis levels.

SHA is a safety net, serving primarily people who make 30 percent or less of area median income. The majority of people we serve are seniors or disabled who don't have a chance at higher incomes to cover inflating rents and other costs of living. Those who are able to work need not only housing but child care, job training and other services that will enable them to break out of poverty.

We must respond to these unprecedented challenges with unprecedented opportunities.

That is why we have chosen to concentrate our efforts on meeting the need for creation of more affordable housing, ensuring that all of our SHA communities offer a high quality living environment and investing in services that help people lead healthy, productive lives. While these are ambitious goals, we have a strong foundation and are not alone in working to achieve our vision.

We thank our many committed partners for their support and for sharing our commitment to shape a future in which all of Seattle's residents are valued and have a safe, decent and affordable place to live and grow.

Sincerely,



Andrew Lofton, Executive Director



The first step in the development of this Strategic Plan was to craft a process by which we would engage our full Board of Commissioners, staff from all departments, residents and voucher program participants, partner agencies, community members and others. We made surveys available on paper and online, and held dozens of meetings with the stakeholder groups, to solicit thoughts and ideas on how SHA should focus its resources between 2016 and 2020. After drafting a plan that incorporates the feedback we received, we did a second round of outreach inviting people to review the final draft plan.

On April 18, 2016 the SHA Board of Commissioners passed a resolution adopting this 2016-2020 Strategic Plan. Thanks to the hundreds of people who took the time to offer their ideas, this plan is truly reflective of our community and those we serve.

As SHA works to fulfill the goals and objectives in the Plan, we will continue the spirit of collaboration that has enriched our planning for the future. By working together with our community, and adhering to our Organizational Cornerstones, we will advance the mission of SHA and enhance the lives of thousands of low-income individuals and families.

Sincerely,



Nora Gibson, Chair, Board of Commissioners

2016-2020 Strategic Plan

Organizational Cornerstones

Engaging Service and Respectful Relationships

Staff Excellence

Partnership and Coordinated Action

Financial Stability and Operational Efficiency

Race and Social Justice

Environmental Stewardship

Innovation

Strategic Directions

Expand Housing Opportunities

Promote Quality Communities

Improve Quality of Life

Organizational Cornerstones

SHA's organizational cornerstones reflect SHA's values in action. These qualities help form the foundation of how SHA advances its mission and pursue strategic directions. SHA's culture is driven by a commitment to excellence that continually strengthens these cornerstones.



Engaging Service and Respectful Relationships

SHA is committed to providing consistently high-quality service and respectful interactions. SHA honors and assists participants and communities through service and engagement that recognize their unique needs and strengths.

Staff Excellence

SHA is committed to recruiting, retaining, and developing people whose skills and dedication allow them to consistently perform at the top of their field. SHA trains and invests in a well-equipped workforce to support the agency's day-to-day operation in pursuit of its mission.

Partnership and Coordinated Action

SHA engages in partnerships and leverages resources to extend services beyond core housing programs. SHA aligns partners, programs, and service delivery to accelerate progress on strategic directions.



Financial Stability and Operational Efficiency

SHA manages its resources to maximize the impact and cost-effectiveness of its operations as well as the value and longevity of its assets. SHA focuses on strengthening its financial condition, streamlining service-delivery, and being good stewards of the public trust to best serve people now and into the future.

Race and Social Justice

SHA is committed to delivering services in a culturally competent way, free of racism and prejudice, to minimize the impacts of poverty as well as to advance and support social justice. SHA strives to eliminate individual, institutional, and systemic racism in its policies and practices.

Environmental Stewardship

SHA incorporates environmental stewardship into daily practices and long-term decision-making to allow for more cost-effective investments, inventive approaches to complex sustainability challenges, healthier working and living environments for staff and participants, and broader impact within the community.

Innovation

SHA actively pursues creative, innovative, and impactful solutions to expand organizational capacity, improve service, and meet participant and community needs. SHA continually uses high-quality information and effective analysis to plan and evaluate its actions.

Strategic Directions and Key Objectives

SHA's strategic directions are “big picture” outcomes that are expected to be the focus of the agency over the next five years. Key objectives are measurable actions that guide policies and investment in pursuit of strategic directions.



Expand Housing Opportunities.

SHA serves more people by cultivating additional resources and employing strategies which have the biggest impact on increasing Seattle's affordable housing choices.

Create more affordable housing.

Prioritize strategies and leverage resources to enable increased rental assistance and housing units for more people in need of affordable housing.

Advance affordable housing policy.

Champion public policies that will increase the viability, availability, and accessibility of affordable housing for people with low incomes.

Diversify housing choice.

Expand available housing choices, demonstrate alternative housing models, and preserve and increase access to neighborhoods throughout Seattle that would otherwise be out of reach for people with low incomes.



Promote Quality Communities.

SHA invests in safe, quality housing and connects participants to communities, resources, and services that are designed to meet their needs.

Preserve and promote high quality housing.

Provide safe, accessible, sustainable, and attractive living environments that contribute to the quality of Seattle neighborhoods through preservation and redevelopment of SHA's housing stock.

Connect people to opportunity.

Invest in communities through partnerships so that neighborhoods where participants live support access to opportunities such as good jobs, parks, transit, arts, high-performing schools, and healthy living.

Strengthen community and service.

Facilitate effective and supportive relationships and respectful interactions among participants, staff, partner organizations, and neighbors so that people feel valued, proud, and connected to the community they live in.

Improve Quality of Life.

SHA partners to use housing as a platform to improve quality of life by enhancing health, supporting education and skill development, and other services to help people reach their full potential.

Enhance senior and disabled living.

Connect senior and disabled participants to the services they need and facilitate access to other housing choices along a continuum of care as appropriate.

Economically empower people.

Assist participants in benefiting from education and employment to increase their economic security, skills, income, assets, and financial well-being.

Support youth achievement.

Promote access to high-quality learning opportunities for young children, youth, and young adults that increase educational performance, college and career readiness, and encourage lifelong well-being.



MISSION

Seattle Housing Authority's mission is to enhance the Seattle community by creating and sustaining decent, safe and affordable living environments that foster stability and increase self-sufficiency for people with low incomes.

VALUES

As stewards of the public trust, we pursue our mission and responsibilities in a spirit of service, teamwork and respect. We embrace the values of excellence, collaboration, innovation and appreciation.

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