

Commissioner roll call was given at 4:34 p.m. The Briefing was held via teleconference, with an in-person at the SHA Central office. Commissioners Dr. Houston, Minor and Smiley was absent from the Briefing.

Review 07/15/24 Regular Board Meeting Agenda and Updates

Resolution No. 5285: SHA 2025-2030 Strategic Plan

Executive Director Rod Brandon introduced Asset Repositioning Program Manager Chris Keenan, Strategic Advisor Samara Ressler, and Housing Operations Deputy Director Rachael Steward to present Resolution No. 5285 to the Board for consideration.

Mr. Brandon gave a brief background and rundown of the planning process: In over the past few years, there has been a melding of the minds at SHA with staff wanting to figure out a way to infuse into the Strategic Plan an anti-racist journey, in learning and striving to be an anti-racist organization into the heart of who we are and the heart of the direction in which the agency will like to move in over the next five years. Not having an idea of that looked like, it was purely aspirational and a strong desire to live up to some of the values that we have established as an organization. But we clearly knew that we wanted to do something different, and so we ventured on this journey to have a more meaningful strategic planning process. Instead of like most organizations spending time talking to 15 to 20 stakeholders in the Community externally, primarily focused on future action and receiving guidance on how their services being received, we chose a different approach to do something way different and much more involved, much more meaningful in composing SHA's future Strategic Plan. We wanted to spend an enormous amount of time with our residents, those who we are serving currently, to spend an enormous amount of time with our staff, those who are delivering the services to our residents and fulfilling the mission of SHA, and we wanted to involve those who were outside our agency to give us perspectives and thoughts on where SHA should be headed. Some of those strategic directions are pretty clear on how we can do a much better job and effectiveness in communicating how we can do a much better job in providing quality housing as we move forward, which is the core mission of SHA. Appreciating how SHA is staying in the lane in providing a valuable service to the region that has been reiterated over and over, both within the strategic planning process and outside of the strategic planning process. As we engage with our regional partners here in the Northwest, as we engage with the City of Seattle, as we engage with the Office of Housing, as we engage with service providers, we constantly continue to hear that SHA needs to serve low income individuals and those individuals who are struggling to get housed; that 30- to 60% is the core of population that SHA needs to be serving. They have reinforced for us to stay in our core and stay in our lane because if we moved out too far from that space, the whole continuum of of housing and services for housing begins to crack and begins to crumble. And there is no one behind us, are next to us who can step in and fill the shoes that we have historically played in that space and continue to play in that space of housing more people. This strategic planning process doesn't abandon those goals and objectives; it reinforces it and puts us in an excellent position to be able to do them better.

We took a critical look at ourselves in an examination of how we are going to be moving forward with our strategic plan. Most organizations don't do that. They don't look inside,

and they just look outside. We knew, and we've learned that looking inside was foundational for us to make the necessary changes in our organizations to do a better job of looking forward and delivering on what folks are wanting us to do, and so we've taken that hard road to do that. I spend time sharing with my other colleagues who are executive directors and they called me and asked about how are we doing your strategic plan? They're hearing some things about it sounds pretty interesting. It's the word that they would use and then as I walked them through it, they actually start to admire it, and the concept of and the aspiration that we are shooting for. But then, they quickly get to, 'there's no way I can do that. What it's going to take and the unknown impact to our organization if we if we push ourselves in that direction' - and they shy away and they end up going back more towards a traditional approach. They love the idea of a staff-led and staff involved process for a strategic plan. They love that idea. They can't wrap their heads around it. They can't wrap their heads around sharing power. They can't wrap their heads around working together from all levels of the organization as they begin to push forward and develop a strategic plan for the direction which said agency goes to. They all want to go there, and they all want to do it, but this work that we have done in our strategic planning process is the really hard, frustrating, challenging work for us to get to the point we are. We've been doing this a long time, and we are ready to move into the next phase of implementation if this plan gets adopted by the Board.

Mr. Keenan explained the five-step process used to create the Strategic Plan:

1. Listening

We gathered feedback from around 700 residents, staff, and external stakeholders (made up about 4300 different individual points of data) through both in person listening sessions, going out to communities to hear from residents, going to different site maintenance facilities to hear from staff and out to different properties to hear from property management staff. We made sure that it wasn't just focused on the Central Office and kind of that core set of staff there. We wanted to make sure that we heard back from staff that typically aren't as well represented. We also had a digital survey that went out and made this available from links on our internal SharePoint site, on our website and through access via QR codes to make it really easy for people to get in there and to be able to solicit feedback and respond to these questions. Once we got all of that data in, then we moved to this second phase of meaning making.

2. Making Meaning Sessions

Volunteers coded data and the SP Steering committee created a codebook and engaged with volunteers outside the Steering committee to help code each individual response.

Seven sessions made up of Cabinet and Deputy Directors worked with the Steering Committee to synthesize data and feedback into Points of Advocacy and larger priorities and themes. A form was created and once that process was wrapped up, we entered the third phase of sharing back out.

3. Share Out

The Steering Committee presented to residents, staff, and external stakeholders to share out the priorities and themes from the data and asked for feedback – did we get it right? That was met with a lot of positive feedback and people felt that we got it right. We honored the spirit of their comments and mostly everything showed up the fourth phase.

4. Drafting the Plan

After confirming that we had the right data, and that we had the right priorities, we then had to take these different strategic priorities and put them together to make a Plan. So that's when the Strategic Planning Committee really dug down with the help of our consultant, Kevin Baker and drafted the plan, which was sent out in draft form for public comment.

5. Public Comment {*Samara Ressler reported out*}

Public comment was held for a period of three weeks from June 7th to June 28th. Of those eleven responses received, three of them were unrelated to the strategic plan. We had three responses that touched on specific concerns related to the individual who is responding to community, and these ranged from comments about maintenance to security and we felt that the points of advocacy specifically related to housing quality and security and safety touched on these concerns. We had four comments that were related to items that folks saw missing in the plan, some of these were related to actually like the format and presentation. One comment had to do with the SWAT analysis (the strength, weaknesses, opportunities, and threats) and how that was presented. We also had a few comments related to accessibility and ADA compliance, as well as to leadership at the agency and how folks are hired into those roles. For those items, we believe that our points of advocacy specifically related to staff development and housing quality touched on the concerns that were brought up in those comments. We had an additional comment that I highlighted here regarding climate change and the lack of communication on that in the plan, and there's some implication around some of the points of advocacy related to housing quality that we believe tie into the concerns brought up in this comment. But we also want to recognize that climate change and understanding the impacts of the environment are core to work that the agency is doing that is the next agenda item on this board briefing (Environmental Stewardship). So, we believe we need to kind of call that out more specifically within our points of advocacy. We also received a comment related to both the public comment period and the timing of it, as well as questions related to implementation and measuring the success of the plan and I lumped these two together in a way to remember that a big component of the plan and what we've talked

about in putting this together is that it won't be a static document. here's an intent of making this a live, collaborative document and with that an expectation to be returning to those who provided all this information and feedback (residents, staff, stakeholders) to share what we've been doing as we begin to implement and evaluate the Plan.

Ms. Steward touched on foundational principles and strategic priorities. The sense we actually did make of all of the thoughtfulness that was generated through our process, both internal to the committee, internal to SHA staff and then within all of our various constituencies and external stakeholder groups, we were able to condense all of our information down into a number of different buckets and themes. Overall, there were seven priorities that were identified from the data that was coded, and with that, we began to review that information and to separate it into other types of groups based upon what it called upon us to do. We pulled out what became three foundational principles, the Community Engagement principles, Organizational Anti-racism Policy and Development, and then finally, Organizational READI²B, which is race, equity, accessibility, diversity, intersectionality, inclusion, and belonging. That is a developmental process and then we also have four strategic priorities that came out that group of seven and they are communication, housing quality, staff development and supportive services.

To break this down a little bit more with our foundational principles, you'll see some of the language sounds similar, but it builds on one another, and they are broken into kind of two different areas. One is how we work, which is really key to making this shift and the growth that we say we need and want within our agency on behalf of everyone who's been involved. And then we have the technical guidance and structure, and this is looking more at how we formalize our work and create artifacts that will guide us going forward. On how we work, element of community engagement is very much continuing to grow out. Our outreach is to be multidirectional and frequent, so that we are continuing to stay in touch with the people who are impacted most by the decisions that we make. We also recognize that in order to do so, we have to learn and grow more, and that is encapsulated in our organizational READI²B foundational principle. But if it is not formalized then, it can wash away or it can go away as people shift and change in their roles or their location related to our organization. And so, the component of technical guidance and structure is really key and that is to say that we will be committed to creating organizational anti-racism policies and to formalize the learning processes through organizational development so that we're able to have a sustainable effort as we move through this process.

We have four strategic priorities consisting of communication, housing quality, staff development and supportive services. This body of work helps us to be able to separate out the big ideas that are really critical for us to be able to grow our work and remain relevant to the communities that rely upon SHA and the first is around communication. We aspire to create multidirectional information and thought exchange, and in so doing, remove the silos that we experience within our agency and that we also heard from others that they experienced, thereby diminishing the impact, the positive impact that we want to have. And so, we know that we'll need to focus heavily on communication in that way. We

also want to ensure that we are effective in information. In this, we're often given feedback about this in many different areas internal to the organization as well as external. The strategic priorities have numerous different details that are described in our SWAT analysis and so, as board members and Community members and staff members and residents have more questions about the more granular implementation and program efforts to come by looking at the SWAT analysis, you can see where specific program efforts can take place. So, moving into housing quality, in this area, we use just a few bullet points here to describe around building maintenance, housing stability, safety and security. Another way to think of this is that we want to ensure that we are providing and maintaining safe and decent housing, but in particular within the indoor environment as well as the outdoor environment. The partnerships that we have with our service partners and providers are contracted vendors, as well as our neighborhood communities. Neighboring HOA's are all very critical to being able to activate this particular strategic priority. Our third priority is staff development, and this is very much focused on being continuous learners. We want to ensure that we are encouraging, supporting, and creating access to learning resources for our staff, and this is really quite key because in order for us to have the organizational development that will bolster our efficiency and effectiveness, we will have to learn to do new things and learn to have new approaches. Staff development will be something that each of us has to take on, not just in a technical sense, and learning how to keep updated in our compliance and protocols, but also continuing to develop our thinking so that we are able to combat many of the concepts that have gotten us to a place of having such inequitable structures, systems, and interpersonal relations. And then finally, strategic priority number four is supportive services. As we were talking about putting this material together, we said, 'Well, we can't use the same word in the definition', but services was one of those. So, we played around with support and then we got back around to services, and we started talking about the safety net. I said, 'Oh my gosh, I think they know what we mean', and all we want to ensure that we're creating and increasing access to holistic human Services. It includes tutoring, case management, behavioral health, digital literacy, and having staffing actually on site in our properties is a part of ensuring that there are supportive services. Social isolation makes a huge difference in the quality of life of our residents, as well as our staff, who may find themselves in a building by themselves all day. And then I would also add that this part also is a key element of communication if you're not present, it's very hard to know that you have effective communication and to continue to sustain effective communication. Our next steps will be around implementation. This process will also be different than our planning process. This will be an intentional effort across each department and division. Our implementation will be including ensuring that folks have an opportunity to digest and really take in what all of this means for their individual work and their collective work within their group.

Concerns were discussed among the commissioners regarding proper time to digest the plan, lack of intentional mention of working in a changing dynamic of a global context of environmental injustices, such as global warming that generally affects the low income and disenfranchised people. Also discussed was documentation that captures the intent of adding additional units to the SHA portfolio. Staff was asked to edit the plan to make it a more forward-looking document than that of an internal analysis of the agency. An additional statement was requested to be added to this Plan.

Environmental Stewardship

Mr. Brandon introduced Planning & Sustainability Administrator Claire Wang and Acting Sustainability Manager Liam Tevlin to present this topic to the Board.

Liam Tevlin presenting. Previously known as the Resource Conservation and Sustainability Team, this team was formed 10 years ago and came out of some of the moved work activity that was focused more on operational efficiency and managing utilities specifically. This work was originally oriented more towards water conservation, recycling, recycling and waste management, utility billing and then energy efficiency as well. In the last few years, eventually SHA incorporated more areas of work as we aligned with regional sustainability goals and created our first sustainability agendas in 2015 and 2016, and then a second agenda in 2020. This work was more geared towards environmental health, well-being, and stewardship education. So, this was adding more to our energy and emissions work through things like the anti-idling program and the dashboard that we use internally, as well as increased energy retrofits and weatherization work, which has been done through the assistance of City, County and State partners. But also, there was a renewed focus on the environmental health and well-being, of which shape communities specifically. This consisted of the introduction of the green cleaning program, which is introducing green cleaning products into SHA communities, green space, and urban forestry upgrades with our local and regional partners, and then resources for emergency preparedness, particularly through things like the federal light heat program and then finally with stewardship education. This work has particularly relied more heavily on reaching out to staff and residents and working directly with communities and making sure that we are present for different community events, or for employee orientations.

The core team came together to outline three vision statements to focus and capture some of these areas that are a bit more organized around SHA's vision of healthy environments and resilient communities. The first statement focuses on the reduction of SHA's environmental footprint; the continuation of SHA's resource conservation efforts. The second statement focus is to work toward equitable access to essential environmental resources and benefits. This vision emphasizes housing quality first and foremost and then secondly, equitable access to essential environmental resources and benefits. It's also about providing educational resources and collecting, but then centralizing, information policies, guidelines around sustainability efforts to staff and residents so that they can themselves build more resilient and sustainable communities, which works towards the mission of the Strategic Plan. And, the third statement works towards building a stewardship network of residents, staff, community partners. This is focused around trying to make sure that we build relationships with other departments, as well as external partners, and working closely with inside neighborhoods within Seattle and within our SHA resident communities.

Claire Wang presenting. A major item that the team has been working on the current Sustainability Agenda for 2020-2025. That was established in 2019 for the period of 2020 to 2025 and it was established after about three years of engaging with hundreds of residents and about $\frac{3}{4}$ of SHA staff at the time, and these goals were produced with that input from staff and residents, as well as being informed by industry best practices around sustainability. We also focused on regional goals around sustainability, regional goals that

were established by the City and the State. And so, the overall arching goals that we have here are reducing our carbon footprint, improving our building performance, improving resilience, and incorporating sustainable business practices. And within each of these broad areas, we have specific measurable goals and we made sure that these goals were attainable by 2025. Since this was our first agenda like this and we wanted to make sure that we could get there. An example just to highlight our reduction of carbon footprint, of which we had three goals, was the anti-idling policy mentioned previously mentioned. We managed to come up with an anti-idling policy for our fleet vehicles, our maintenance vehicles, all SHA fleet vehicles and have a monitoring method for that. Another goal under that was to electrify half of our passenger fleet, which we have exceeded already. The third goal under that umbrella was to reduce our emissions from natural gas. We're working on that right now, as SHA has a lot of buildings that do use natural gas, which contributes a lot of emissions, and so we are working on switching them from gas to electric heat pumps, which can save a lot of energy and have a lot have a much smaller carbon footprint. An overarching goal for the agenda was to make SHA a national leader in environmental stewardship and sustainability by doing all of these different things that are in these agenda.

We're proud to say that we do think we have made SHA a national leader in environmental stewardship and sustainability. We have taken on pilot projects to try out innovative technologies, like a commercial scale, heat pump, water heater in one of our buildings. We've signed up for ambitious goals like the better climate challenge to have our carbon emissions in the next decade. And then we've also worked with other public housing authorities to help them establish similar teams like ours to work on sustainability. Recently, we've created a group for public housing authorities to meet together quarterly and discuss ideas so that we can have more of a network to work together on these sorts of projects. With the newer buildings that we have at Yesler, where we've done really cool green building measures, like green stormwater infrastructure, energy efficient appliances and so on, we've had visits from the Governor, Senator Patty Murray, HUD officials and even international delegations who are interested in seeing the technology and the climate resiliency work that we're doing. We've been recognized nationally and internationally for all of the work that we've been doing here at SHA.

Recently, we collaborated with Seattle Parks and Recreation, where they were building a new mountain bike trail in the Chiefs to Green Space, which is right in the backyard of Rainier Vista. So, they originally reached out to us just with the question about land use, but we saw this as an opportunity to engage more and try and get our residents involved. Normally the population we serve are excluded from activities like mountain biking, and here was an activity place taking place right near where they lived. And luckily, we were able to get a conversation going with some other local organizations and we received a fleet of donated bicycles for our residents to use. And now Community Services is working on developing a youth program so that our young residents can use those bikes and then take them out on the trails right behind their house.

Most recently the Environmental Stewardship and Sustainability team has grouped up into a new division with two other teams. The Housing Quality team and Capital Planning team, and we're really excited about this because this is going to enable us to plan better for the

long term of the agency, adapt to climate change and implement the strategic plans priorities in a way that we're really thinking about sustainability and how we're going to address climate change for our residents. So, each of these teams already does a lot to impact residents with capital planning, identifying the funding that is going to be available for projects that directly impact the lives of residents with housing quality, or inspectors are going out into the units every day, seeing what's on the ground and letting the rest of the agency know what it is we need to work on and that feeds directly into the planning and maintenance of our buildings. And so now that we are able to work together, there's better communication around the planning and just in the end, we're able to provide a better service to our residents. With nearly 9000 units that we own and manage, we really have a profound impact, so we're excited that we're able to do this together in a more organized way.

Another aspect of the Strategic Plan that we are able to accomplish with this new division is housing quality. So apart from having a housing quality team, having that direct channel between our inspectors and our planners, we're able to get more robust data about how our buildings are doing, and also convey information to our residents about how sustainability initiatives might actually impact them. Having all of this information to plan better also sets us up better for better maintenance, which we know was a big concern from people that we heard back from. In addition to improving the physical safety of our buildings, with this better planning framework that we have with the sustainability team embedded in this division, we're also able to plan for climate resilience, which is a big part of safety and security looking out into the future. What we're going to be doing in the years ahead are developing our capital improvement plan and asset management plans that are informed by this Strategic Plan, and to the comments about what is it going to look like in terms of the Strategic Plan and how it influences the external sphere. The capital improvement plan and asset management plan will be doing that. Next, we will be creating the next Sustainability Agenda for 2026 to 2030, focusing on resident input, making sure that we have a good process to hear from them and implement or integrate that into the plans that we make as we come up with that process for creating the next sustainability agenda. We will definitely invite the Board to contribute feedback to this process.

Hearing no further comments, Commissioner Clark called for consideration for adjournment. It was moved by Commissioner Purcell and seconded by Commissioner Howard. The July 8, 2024, Regular Board Briefing was adjourned at 5:58 p.m. after a vote of the Board present (4 yes; 0 no; 0 abstentions.)

Secretary-Treasurer