Mission: Seattle Housing Authority’s Race and Social Justice Initiative (RSJI) is an agency-wide effort to: educate staff on the effects of racism and other oppressions on the work of Seattle Housing Authority, its employees, residents and stakeholders; and eliminate the effects of institutional racism and other oppressions within SHA by examining SHA’s policies and procedures and modifying those that have negative impacts in our work.

Vision: In all aspects of our operations, Seattle Housing Authority is committed to working actively to advance race and social justice equity for our employees and for those we serve. We understand and use our unique role to help end the disparities in the housing, education, employment, health, criminal justice and other systems that impact SHA applicants and participants.

2019 Activities to Operationalize the RSJI Vision

All Departments

1. In the performance evaluation cycle ending in fall 2019, all supervisory PFP employees will be evaluated in their performance in a new “RSJI” competency. In the fall of 2019 (for the performance evaluation period ending in 2020), all supervisory PFP employees will also set at least one RSJI goal making up 5% or more of their total PE score.

2. By 3rd quarter 2019, all SHA departments will conduct regular, ongoing review their of their department metrics disaggregated by race and other social justice demographics.

3. By 4th quarter 2019, all SHA departments will use the Race and Social Justice Equity Assessment Tool to check for and increase race and social justice equity in at least one important element of their department operations.

4. By 3rd quarter 2019, SHA will share information with and get feedback from the JPAC, the RAC and other leadership groups of youth or adults served by SHA on: ways that SHA could help them increase race and social justice equity in their communities; and the impact of and priorities for the RSJI.

Housing Operations (HOps)

1. Tenant Stability — HOps believes in keeping people stably housed and maintaining healthy communities. We are committed to furthering equity and continuous improvement. Over the years, we have adjusted policy and process to be more equitable. In 2019, we will continue to examine and improve ways to keep people stably housed: examining and adjusting charges and fees we pass on to tenants; piloting interventions and services for at-risk households experiencing an immediate crisis or chronic problem; and providing professional development and training opportunities for staff to help support tenants’ needs and housing stability.

2. Right-Size Households – As the largest affordable housing provider in the city, we know that family sized units (2+ bedrooms) are hard to come by, especially for families with low incomes. Taking a resident centered approach, SHA will work with 35 to 45 over-housed households to move to appropriately sized units so that large units can be offered to large families with low incomes from the waitlist.
3. Support economic opportunity—JobLink provides services to SHA adults interested in furthering their education and employment. Many of the working-age non-disabled adults are Black/African American, women, and speak a range of primary languages. We will continue to explore and adjust our program to better engage and support people, with particular emphasis on people who have been underserved in prior years including men, seniors, and people with disabilities and/or behavioral health concerns. 2019 targets: 100 Yesler residents enrolled in JobLink; 20 Yesler residents enrolled in education or training; 40 Yesler residents placed into jobs (FT, PT, Temp, and career advancement); and 10 residents working FT, earning $200 monthly credits towards a $5K savings account.

**Asset Management**

1. Acquisition & Preservation Program – in 2019, acquire 350 units to permanently increase the number of affordable housing for low income renters in the City of Seattle.

2. Identify strategies to increase awareness of and interest in jobs in the Asset Management and Housing Finance Department from professionals in budget, housing finance and project management fields who come from diverse racial backgrounds.

**Housing Choice Voucher**

1. Develop a process for analyzing and reporting on HCV terminations with a focus on disparate impact on minority groups.

2. Improve tracking and monitoring of client requests for exemptions due to ADA, VAWA and other exemptions to standard policy to ensure equitability in decision-making.

3. Check proactively for and adjust SHA policies and practices where needed to ensure racial and social justice equity in who enters into and who succeeds in SHA’s housing programs. Start with initial analysis of who gets access to and who succeeds in SHA housing by program type—from waiting list to lease-up to exiting SHA housing.

4. Compare the composition of the 2017 wait list to the demographics of those in need in the city, look for disparities, and identify on recommendations to address disparities in the next wait list.

5. Draft/send communication regarding SHA’s RSJI vision and goals to PB partners, and encourage them to incorporate this thinking into their waitlist management and application process.

**Communications**

1. Increase digital equity, a condition in which there is no disparity in who has the information technology capacity needed for full participation in our society, democracy and economy, and in who is included in the creation of Digital Equity.

2. Expand storytelling to give voice to a diversity of people we serve, empowering them to take pride in their own accomplishments, inspire others and illustrate the importance of stable housing and services in improving lives.

**Office of Policy and Strategic Initiatives**

1. Enhance data infrastructure to better enable staff throughout the agency to assess the racial and social justice implications of policies and programs. Advocate for, support, and/or provide equity analyses for key policy/program discussions.
2. Diversify housing choice for families with children through the Creating Moves to Opportunity demonstration implementation, evaluation and meaning-making.

3. Compare number and demographics of people with low incomes in Seattle to the number and demographics of: people on SHA Waiting Lists; people living in SHA housing; and people who have exited SHA housing by positive and negative reasons.

**Development**

1. Identify strategies to increase awareness of and interest in jobs in the Development Department from professionals in the development/project management field who come from diverse racial backgrounds.

**Human Resources**

1. Regularly review and report back to SHA directors on the race, gender, age, disability and veteran demographics of SHA’s workforce (by EEO4 job category and by department/division) compared to: the demographics of the residents of Seattle overall; the demographics of SHA’s current residents and tenants; and the demographics of the people with low-incomes in Seattle – including: the race, gender and disability demographics of: recent applicants; recent hires; performance evaluation scores; pay rate; participation in professional development training; internal promotions; and exits.

2. Provide RSJI Foundation training to new SHA employees within 90 days of hire. To ensure a high response rate, administer RSJI Foundation post workshop surveys by paper. Invite all RSJI Foundation survey respondents to include their racial identification, and report back to the RSJI Committee quarterly on any differences in feedback on the RSJI Foundation training from staff of color vs. White staff.

3. Provide training on the prevention of and intervention in harassment in the workplace to all SHA supervisors by Q1 2020 and all nonsupervisory SHA employees by Q4 2020.

4. Continue to develop, refine and provide trainings to help SHA employees work from a race and social justice equity lens with other SHA employees and with SHA participants – including: prevention of and intervention in harassment in the workplace; emotional intelligence; confronting racist and other oppressive talk and behavior in the workplace; undoing internalized racial oppression; leading for racial equity; trauma informed care; motivational interviewing; and other topics.

5. Provide outreach about employment at SHA at relevant job fairs, to recruit diverse applicants.

6. Develop processes and/or materials to encourage SHA employees to help share SHA job postings with their diverse contacts in the community – especially: for any job postings that fall into EEO4 job categories where people of any race, gender, disability or veteran status are underrepresented at SHA.

7. Identify opportunities to increase undergraduate capstone or graduate school internships at SHA, identify any demographics of students that are underrepresented in SHA internships, and provide targeted outreach to recruit diverse applicants to SHA internships.

8. Require all hiring managers to review a written guide to SHA’s hiring process and workforce equity expectations and goals before submitting requisitions, require hiring managers to state clearly the
minimum vs. desired education, experience, knowledge and skills in all job postings at SHA, and include at least one RSJI question in all SHA employee interviews.

9. Require SHA employees to complete training about SHA’s hiring process and workplace equity expectations and goals before serving on an interview panel.

10. Educate SHA employees about caucusing as a tool for racial equity work, and develop regular opportunities for SHA employees to participate in caucusing by race.

11. Check for any differences in SHA employee responses to the HR 2019 All Staff Survey based on race, ethnicity, gender identity, disability, faith identity or sexual orientation.

12. Identify any opportunities for HR to obtain more accurate data on the demographics of our workforce – such as in the areas of: gender identity; ethnicity; immigrant or refugee status; class background; and/or sexual orientation.

13. Design and evaluate SHA’s tuition, certification and licensing assistance pilot for race and other social justice equity impacts.

14. Share the job titles listed in department Interim Staffing Plans, and implement a low-barrier method for qualified staff to indicate their interest in being considered for these and other potential/future acting assignments at SHA.

15. Increase the likelihood of applicants from underrepresented groups applying to SHA by providing clear, transparent information on SHA’s external website about: SHA’s employee background check requirements and process; SHA’s policies and practices on gender identity in the workplace; and other human resources practices at SHA related to social justice equity.

**Finance & Administration**

1. Assess the efficacy of SHA’s WMBE inclusion plan requirements included in solicitation requirements; and complete an analysis of the historic WMBE and Section 3 business participation in SHA’s contracting. Based on findings, identify actions and policies, and/or procedural changes designed to enhanced access of MWBE and Section 3 to SHA contracting opportunities.

2. For the 2020 on-line Budget Survey, determine whether it is feasible and practicable to offer the survey in multiple languages. If so, focus a communication strategy on outreach to non-English speakers.

**Legal**

1. Collaborate with Housing Ops in tracking and monitoring, by month, the number of Judgements and Move-Outs, with an eye toward keeping residents housed and eliminating any disparities in who is able to stay in SHA housing.

**Intergovernmental**

1. Advocate at the local and federal level for funding support that enables SHA to continue and increase the level of housing and services support for low-income residents in the city of Seattle.