



Seattle Housing Authority 2025 to 2030 Strategic Plan Summary



Our mission

The mission of the Seattle Housing Authority (SHA) is to enhance the Seattle community by creating and sustaining decent, safe, and affordable living environments that foster stability and self-sufficiency for people with low incomes.



A shared commitment

The 2025-2030 plan reflects two years of work led by SHA staff, in partnership with residents and community stakeholders. Nearly 700 people shared their voices through surveys and focus groups, generating more than 4,400 data points.

Together, we built a plan that puts equity and belonging at the center of everything we do. We heard clearly that to serve our community well, SHA must continue dismantling barriers that prevent people—especially those who have been historically excluded—from thriving.

That means addressing unfair treatment in housing and employment, improving how we listen and respond, and making sure our policies and practices reflect the needs of the people most impacted.

Our strategic priorities

We recognize the entire Puget Sound region needs more affordable housing, and meeting that needs also means anticipating other regional and global challenges. To advance our mission in the face of those challenges, we must invest in an organizational culture that celebrates growth, innovation and excellence.

Guided by tenant and staff input, SHA will focus on four interconnected priorities:

- **Communications:** Build clear, timely, and culturally responsive ways to share information and hear feedback from residents, staff, and partners.
- **Housing quality:** Ensure that SHA homes remain safe, well-maintained, and affordable, while addressing safety concerns and improving long-term housing stability.
- **Staff development:** Support and grow our workforce by investing in training, leadership pathways, and policies so staff can better serve residents.
- **Supportive services:** Maintain and expand access to services—such as mental health supports—that help residents build stability and self-sufficiency.

Each of these priorities is tied to our commitment to equity and equitable outcomes. Our work to communicate, sustain affordable housing, develop staff, and provide services must close gaps—not widen them.

“We want safe, clean housing, but we also want to feel respected and heard. That’s what makes a community strong.”

– SHA Resident





Culture and impact

The SHA workforce has grown in the last several years, and internal practices continue to evolve to ensure a work culture that supports employees and residents.

This work requires:

- Improving communications within and across work groups and with tenants;
- Staffing and budget frameworks that strengthen the agency's ability to meet current and emerging needs;
- Community engagement initiatives that are led by staff who are on the ground with the residents who need them;
- Celebrating and learning about the things that make us different through affinity groups and learning opportunities;
- Seeking and including the perspectives of affected residents and staff; and
- Recognizing and counter-acting the behaviors, language, and operational systems that perpetuate disparities.

Fast facts



SHA serves more than **37,000** people across **17,500** households.

We own and operate **8,778** apartments and homes at **376** sites.

We administer almost **12,000** Housing Choice Vouchers.

Nearly **80%** of those we serve are children, seniors, or people with disabilities.



Looking ahead

This plan is a blueprint for action. It will guide SHA's internal operations while also serving as a public commitment to our residents, staff, and partners.

- We will continue to report back to tenants about our goals and progress.
- We will continue to grow a workplace culture that values diversity, equity, inclusion, and belonging—so staff feel supported and residents feel respected.
- We will be good stewards of our natural environment and be part of regional solutions.
- We will contribute to regional solutions on housing and homelessness, sharing our learning and leadership.

Next steps

SHA department leadership in partnership with staff continue to work together to operationalize the strategic plan. This includes educating and engaging staff, developing the Key Performance Indicators that will be milestones for our progress, and connecting with tenants.