

At Spokane Housing Authority (SHA), our compensation philosophy is deeply intertwined with our organizational culture and our core mission to create and sustain high quality affordable housing options that encourage individual prosperity and support healthy communities. Central to this mission are the people we serve, and our dedicated team of employees who bring this mission to life.

To effectively fulfill our mission, SHA is dedicated to fostering an inclusive and equitable workplace, aligning our compensation philosophy with our organizational values and the broader priorities outlined in our strategic plan. Our compensation practices are designed to support the well-being and financial stability of all staff, ensuring that every employee is empowered to contribute meaningfully to SHA's mission. Thus, our compensation philosophy is founded on the following principles:

Living Wage Commitment¹: By striving for all employees to earn a wage that meets their basic needs, we create a foundation for financial security, which is essential for employee well-being and motivation. This, in turn, leads to higher levels of engagement and a more committed workforce, ultimately contributing to the successful execution of our mission.

Equity and Fairness: By eliminating pay disparities, supporting compensation discussions, and ensuring transparency in our compensation processes, we reinforce our commitment to a workplace where every employee, regardless of background, has an equal opportunity to succeed, fostering a culture of respect and inclusivity.

Market Competitiveness: To attract and retain top talent, SHA strives to benchmark its compensation packages at or above industry standards and regional labor markets. Competitive compensation ensures that we remain an employer of choice, capable of drawing in individuals who are passionate about our mission and capable of driving our strategic initiatives forward.

Performance and Development: By recognizing and rewarding contributions to SHA's mission, we encourage a culture of excellence and continuous improvement. Additionally, investing in professional development ensures that our employees have the skills and knowledge needed to advance SHA's strategic priorities, delivering high-quality housing services and programs.

Sustainability: Our compensation practices are designed to be financially sustainable. By balancing compensation with prudent resource management, we ensure that SHA can continue to serve the community effectively while maintaining a stable and sustainable financial position.

Regular Review and Adaptation: The commitment to gather employee input to annually review and adapt our Compensation Philosophy allows SHA to navigate changes in the economic environment and organizational needs, ensuring that our compensation practices remain relevant and effective, supporting SHA's ongoing success in a dynamic environment.

The Spokane Housing Authority's Compensation Philosophy is not only a reflection of our commitment to fair and equitable pay but is also a critical component of our strategic plan. By aligning our compensation practices with key strategic priorities, we create a cohesive approach that supports SHA's mission, enhances employee engagement, and ensures the financial sustainability of our organization.

¹ Living Wage is being defined for this purpose as affording a one-bedroom apartment at Fair Market Rent without exceeding 30% of gross income.