



Seattle Housing Authority



2024

ANNUAL REPORT

2024

A place to live, a place to grow

The mission of the Seattle Housing Authority 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.

37,069

Individuals served

17,204

Households served

8,139

Tenant-based vouchers

3,564

Collaborative housing units

8,777

SHA owned/managed units

376

SHA locations



On the cover: A Khmer Lunar New Year event at High Point created a joyful space for neighbors to celebrate and share traditions.



FROM THE EXECUTIVE DIRECTOR

For an organization that is always thinking forward, an Annual Report reminds us to pause and recognize how far we've come.

This Annual Report gives a look inside the extraordinary work done by Seattle Housing Authority staff in 2024. While it would be impossible to list every building improvement and resident service, these highlighted services will illuminate our size and scope. We are mission-driven to provide safe and stable housing to more than 37,000 Seattleites, and this year, we:

- Served more people by achieving high voucher utilization
- Opened new housing options like Sawara at Yesler
- Purchased Verse Seattle
- Completed a major renovation and upgrade at Jefferson Terrace
- Piloted a Reintegration Housing program to support people coming out of incarceration
- Finalized a new strategic plan, the culmination of a thoughtful and inclusive process that will drive change at the agency
- Led the national process to extend the federal **Moving to Work** contract that preserves flexibility for SHA and 38 other MTW housing authorities

SHA is proud to serve the whole person. By integrating JobLink, youth services and other supports into our operations, we can truly be instruments of people's success stories.

2024 was a strong year for SHA, and it positioned us to take on the challenges of 2025. The strong financial base we maintained through 2024 is enabling us to manage future uncertainty and secure housing for all residents in 2026.

We are proud to be your Seattle Housing Authority.

Rod Brandon



FROM THE BOARD CHAIR

Seattle is a city of growth, creativity and resilience. Yet with that growth comes real challenges: The cost of living continues to rise, not everyone has access to living-wage jobs and more people are struggling to find affordable housing.

The Seattle Housing Authority plays a vital role in addressing these challenges by ensuring that families, seniors and individuals of all backgrounds have safe, stable places to call home. Without SHA, Seattle would be a less diverse, vibrant and inclusive city.

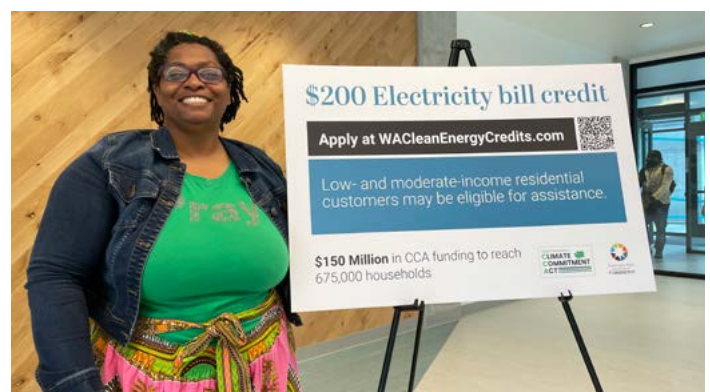
This past year, SHA strengthened its role as both a housing provider and community partner. We expanded resident services, improved maintenance and safety, and advanced redevelopment projects that will create new homes and opportunities for generations to come.

These accomplishments reflect the dedication of our staff, the trust of our residents and the support of partners who share our vision for a thriving Seattle.

As we begin planning for 2026 and beyond, we're building on that stewardship foundation. A sturdy financial house enables us to serve our residents and keep them at the center of every decision.

Together, we are building a Seattle with room for everyone.

Sally J. Clark



Gov. Jay Inslee held a press conference at Yesler, announcing the **Washington Families Clean Energy Credit** program. SHA resident Moxie spoke about the positive impact the program would have on her household.

PRESERVING AND EXPANDING AFFORDABLE HOUSING



Jefferson Terrace Photo by William Wright

In 2024, the Seattle Housing Authority advanced key projects to preserve and expand affordable housing citywide by renovating, replacing and adding units.



SHA purchased **Verse Seattle**, a 98-unit apartment building located in the Central District, helping to preserve affordable workforce housing in Seattle.

SHA **merged its maintenance divisions** into a unified Housing Maintenance Services group, increasing response times and ensuring more efficient care of residents' homes.

The National Association of Housing and Redevelopment Officials honored SHA with **six Awards of Merit** in the Administrative Innovation category for its creative approaches to improving operations and services.

South Park Manor's exterior was renovated, and in-unit heating/cooling systems were installed, boosting overall energy performance and curb appeal.



Jefferson Terrace
renovated apartment
Photo by William Wright

Following a major renovation at Jefferson Terrace, **all units were filled by returning and new residents**. The upgrade expanded and preserved nearly 300 units of affordable housing, including **Edward Thomas House** respite units, centrally located near Harborview Medical Center and downtown Seattle.



Jackson Park Village and Northgate Commons, a transit-oriented, high-opportunity community, are being prepared for redevelopment to **more than double the amount of family-sized housing** previously available. Relocation teams helped households find new housing tailored to their needs and all will be invited to return.

SHA funded **41 three-bedroom units** at **St. Luke's** and **Bryant Manor Apartments** through its Buy-Up program, expanding access to scarce family-sized housing in Seattle.



U.S. Department of Housing and Urban Development leaders Solomon Green and Andrew Lofton were hosted by SHA Executive Director Rod Brandon on a **tour of the Yesler community**.

Photo by Vanessa Krueger, HUD



YESLER REDEVELOPMENT PROGRESS



The community **celebrated the opening of Sawara**, SHA's sixth new residential building. Featuring 114 affordable homes, the building showcases energy-efficient, healthy and durable design. **Juniper was under construction** and the **Block 7 pocket park opened**, adding green space and gathering areas to the vibrant, mixed-income community near downtown Seattle.



Private developers at Yesler help bridge the housing gap for working individuals and families by keeping a portion of their units affordable to those earning below the area median income but above SHA subsidy levels. Recent openings of Swell (Mack Real Estate Group), Wayfarer (Vulcan Real Estate) and Yesler Towers Phase I (Su Development), **collectively added 156 affordable apartments**.

Northwest Kidney Centers opened its **new dialysis clinic**, bringing lifesaving care and local jobs to the community.

SHA, Seattle University's Sundborg Center for Community Engagement and the Seattle Foundation established the **Yesler Legacy Commitment**, ensuring long-term continuation of education and employment opportunities and strong health and social networks for the Yesler community.



HOUSING CHOICE VOUCHER PROGRAM



For the first time since 2017, SHA opened its Housing Choice Voucher list and [changed its application process](#) from an isolated registration to an ongoing applicant pool. The new process ensures that eligible applicants seeking rental assistance have an equal opportunity to be selected in each drawing as vouchers become available, regardless of when they join the list.

By implementing new Housing Choice Voucher utilization strategies, SHA expanded the number of people served by 6.2 percent, resulting in **723 additional leased households**.

Recognizing the barriers that formerly incarcerated people face in finding housing, SHA established a [Reintegration Housing pilot](#). This program is intended to address inequities in the process and provide support for people to rebuild their lives.

Neighborhoods play a crucial role in shaping quality of life. SHA's [Creating Moves to Opportunity](#) initiative helped nearly 120 families with young children move to "opportunity neighborhoods," where a mix of conditions and services have been found to improve children's chances of future success.

A variety of **workshops and resource fairs** connected voucher participants with job search assistance, healthcare, transportation and other services. At the same time, hands-on training sessions taught participants how to use the [SHA Portal](#) to securely communicate with staff, update records and submit forms at their convenience.

The **annual Landlord Symposium**, organized by the Seattle, King County and Tacoma housing authorities, informed hundreds of landlords on rental laws, voucher leasing, landlord mitigation funds and more. The symposium helps strengthen relationships and expand housing options for voucher holders throughout the region.



[The Seattle Times](#) ran a front-page feature on SHA's Foster Youth to Independence program which helps house young adults coming out of the foster care system. Lexie, a voucher participant, shared her story about how affordable housing positively changed her life.

More than 30 voucher households benefitted from **free mediation services**, helping them resolve conflicts with landlords, build mutual trust and understanding and maintain housing.



In a national [PBS NewsHour special report](#) on affordable housing, SHA's voucher program – and its distinctive supportive services – was highlighted as a model of success. After experiencing homelessness, Sarah secured housing through SHA, enabling her to provide a safe, stable home for her family.

“My goal is to be successful in life.”

– Lexie



Photos by DNDA staff



Young residents find joy and connection through summer programs offered in partnership with Delridge Neighborhoods Development Association.

EMPOWERING YOUTH TO SUCCEED AND LEAD

Twelve percent of Seattle Public School students live in SHA-assisted housing. A **long-standing partnership** with the school district and other organizations helps form strong connections between families, schools and other systems to support students from preschool to higher learning.

SHA's Education and Youth Development team empowers young residents to build brighter futures. They offer **mentorship, leadership development and internship opportunities** along with personalized guidance on scholarships, financial aid, college and career planning.

After-school and summer programs provided **safe, welcoming environments** to SHA students. Through academic engagement, one-on-one tutoring, arts, play and other enriching activities, more than 900 youth sharpened their skills, built confidence and formed positive peer relationships.



Photo by Y.E.T.I.

The **Youth Experiential Training Institute** introduced young residents to outdoor adventures including hiking and snowshoeing – many for the first time.

Highlights from the hundreds of activities offered in 2024:

A **Scratch Coding Class** introduced young learners to computer programming concepts, sparking digital creativity.

College and Career Fairs connected youth with resources and opportunities to pursue their goals.

The **Yesler Youth Media Program** helped youth develop storytelling and video production skills.



To boost attendance, a **Walk to School** initiative and other efforts helped students get to school safely and on time.

The **Summer Meals Program** reduced food insecurity during summer months.

“Thank you for all the ways you’ve supported me recently – from helping me navigate the college process to sharing scholarship opportunities. That really meant a lot. I also wanted to share some good news – I got accepted to UW Seattle with direct admission into my major.”

– SHA student

FOSTERING CONNECTIONS AND OPPORTUNITIES FOR ALL

SHA's **Community Builders** encourage residents to take an active role within their communities and provide connections to health, education, employment and other services. In 2024, they supported potlucks, art and fitness classes, gardening sessions, clothing drives and other resident-led activities that created a sense of belonging among neighbors.

SHA's **Digital Navigation team** provides free, hands-on multilingual digital skills training and technical assistance. These opportunities ensure that tenants have the tools and confidence they need to participate in today's connected environment.

In a **Cornell University case study** on bridging the digital divide, SHA was recognized as a standout for its innovative approach to digital inclusion.

Digital literacy opened doors to independence when an SHA resident with no prior computer experience spent months building technical skills, including studying for and receiving his first driver's license.

2024 Digital Equity impact:

2,313 tenants received hands-on technical assistance

387 free laptops and tablets were distributed to students, job seekers and other individuals

3,707 residents visited SHA's computer labs for training and access

2,258 volunteer hours contributed by residents to support digital learning

800 daily users of community Wi-Fi at 65 SHA properties

“With help on how to use MyChart I understand better how to interact with my doctor.”

- Janet



Two young residents enjoy a community event with face painting and other activities.



SHA and Goodwill teamed up to bring the Digital Equity Bus to SHA communities, delivering hands-on tech training to tenants right in their neighborhoods.

SHA's **JobLink** program helps tenants achieve economic independence and long-term stability through career coaching, job search assistance, job training and education enrollment. Access to childcare, transportation and other essential resources also help close the opportunity gap.

2024 JobLink impact:

202 new enrollments

667 active participants

122 job placements

234 enrollments in college or training programs

BUILDING HEALTHY COMMUNITIES



SHA supports healthy living by connecting residents with [health services](#) and integrating [environmental stewardship](#) into community operations.

Maintaining health and independence is at the heart of SHA's Aging in Place initiative which provides specialized care for seniors and residents with disabilities.

A [Behavioral Health Outreach Program](#) delivers in-home support to tenants experiencing physical and mental health issues, helping them gain stability and remain safely housed.

Health fairs, fitness classes, cooking and nutrition workshops and other social activities **empowered residents** to take charge of their health.

FareStart's [Mobile Market](#) brought healthy, fresh affordable food right where SHA residents live.

SHA partnered with the [Seattle/King County Clinic](#) to inform those in need about free medical, dental and vision care.

The [SHA Transit Pass Program](#) provides free unlimited-use ORCA cards to all residents living in SHA-owned and managed housing.

2024 transit impact:

100 ORCA cards distributed

6,259 residents participated

1,256,261 rides taken

\$2.1 million in transportation cost savings for tenants

“I'm very grateful because I'm low-income and I have three children that go to college by taking the bus/light rail, so the ORCA card will save me money.”

– Ruqiyo

2024 environmental highlights:

SHA received **\$2.3 million in energy reduction incentives** from the City of Seattle and the Washington State Department of Commerce to support the installation of electric heat pumps and other initiatives.

The City of Seattle awarded a **\$440,000 clean energy grant** to SHA.

A **rainwater harvesting cistern** was installed at Weller Apartments.

Through the [Trees for Neighborhoods](#) initiatives, trees were planted at seven SHA properties.

A **community electric car-sharing** initiative provided residents at three SHA properties with access to affordable and sustainable transportation.



Photo by FareStart

BOARD OF COMMISSIONERS



Sally J. Clark
Chair



Robert
Crutchfield, Ph.D.
Vice Chair



Paula L. Houston,
Ed.D.



Rita Howard



Twyla Minor



Paul Purcell



Gerald Smiley

2024 EXECUTIVE LEADERSHIP

SHA welcomes two new Deputy Executive Directors

In November, **Jen Chan** and **Javania Cross Polenska** joined SHA's executive team, filling key leadership roles.

Rod Brandon, Executive Director

Anne Keeney, Acting Deputy Director

Bobby Coleman, Director of Asset Management

Evelyn Correa, Director of Human Resources

Kerry Coughlin, Director of Communications

Jared Cummer, Chief Financial Officer

Terry Galiney, Director of Development

Alice Kimbowa, Director of Rental Assistance Programs

Charles Lind, General Counsel

Steve McDowell, Chief Information Officer

Dave Wellings, Director of Housing Operations

Lisa Wolters, Director of Intergovernmental Relations

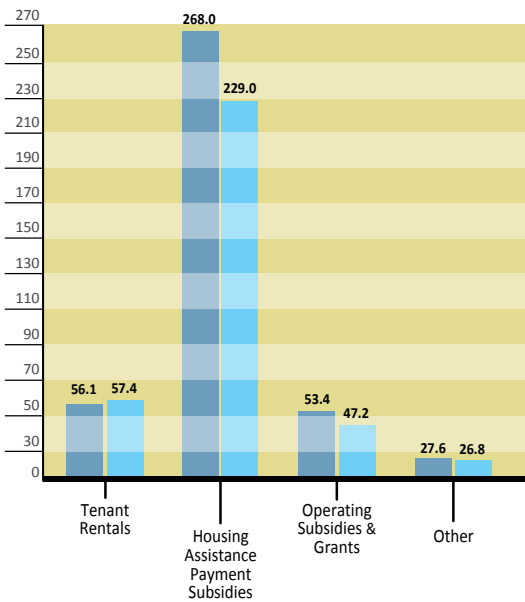


FINANCIAL

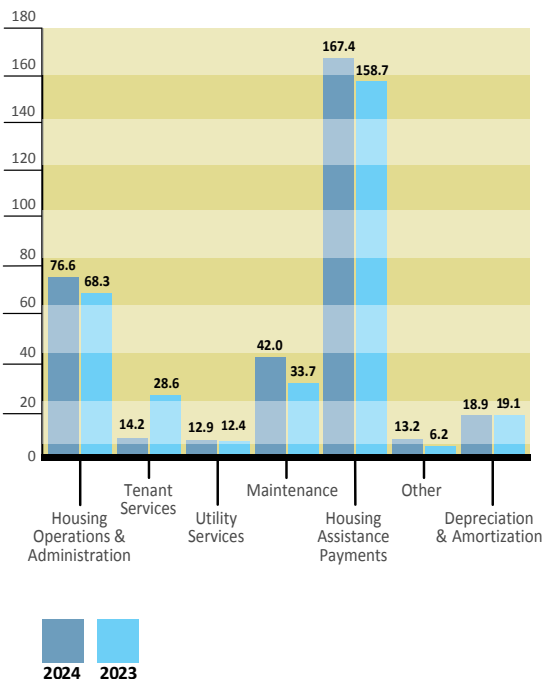
HIGHLIGHTS

In 2024, total net position increased by \$95.82 million or approximately 9.65 percent. Total operating revenues increased by \$43.79 million and operating expenses increased by \$19.15 million. Total assets were \$1.42 billion an increase of 5.67 percent or \$76 million. Total liabilities were \$265 million, representing a decrease of 4 percent or \$10.72 million.

OPERATING REVENUE (in millions)



OPERATING EXPENSES (in millions)



STATEMENT of REVENUES, EXPENSES and CHANGES in NET POSITION for the year ended December 31, 2024

	SHA Totals	Tax Credit Partnership Totals
REVENUES and CONTRIBUTIONS		
Tenant rentals and sales	\$ 56,047,862	\$ 23,128,415
Housing assistance payment subsidies	267,955,403	—
Operating subsidies and grants	53,370,532	—
Interest income	19,331,802	1,710,199
Capital contributions	23,352,823	13,156,499
Other revenue	27,586,975	110,092
Total revenue and contributions	\$ 447,645,398	\$ 38,105,205
EXPENSES		
Housing operations and administration	76,578,878	7,377,638
Tenant services	14,185,398	963,288
Utility services	12,860,538	3,177,225
Maintenance	41,964,927	5,927,777
Housing assistance payments	167,368,445	—
Interest expense	6,967,981	7,804,094
Change in fair value of investments	(217,733)	—
Disposition of assets	40,580	—
Depreciation and amortization	18,850,124	16,506,605
Other expense	13,223,101	339,261
Total expenses	\$ 351,822,241	\$ 42,095,889
Change in net position	95,823,157	(3,990,684)
Total net position at beginning of year, as restated	993,126,715	105,974,789
Total net position at end of year	\$1,088,949,872	\$101,984,105

STATEMENT OF NET POSITION

December 31, 2024

	SHA Totals	Tax Credit Partnership Totals
ASSETS and DEFERRED OUTFLOWS		
Cash equivalents and investments	\$ 254,933,767	\$ 77,551,874
Accounts receivable	41,204,178	1,337,087
Inventory and prepaid items	4,193,982	7,753,911
Restricted investments	122,284,594	—
Assets held for sale	760,232	—
Other	32,341,020	2,159,813
Capital assets, net of depreciation	682,674,768	562,636,019
Notes receivable	277,216,009	—
Total assets and deferred outflows of resources	1,415,608,550	651,438,704
Deferred outflows	20,420,029	—
Total assets and deferred outflows of resources	\$1,436,028,579	\$651,438,704
LIABILITIES		
Accounts payable	17,301,764	59,614,843
Accrued liabilities	10,759,806	2,541,254
Short-term borrowings	—	—
Security deposits	2,550,844	885,731
Unearned revenue	4,460,347	212,332
Long-term debt	205,702,256	486,147,357
Accrued compensated absences	5,471,908	53,082
Net OPEB and pension liabilities	7,981,306	—
Total liabilities	254,228,231	549,454,599
Deferred inflows of resources	92,850,476	—
Total liabilities and deferred inflows of resources	347,078,707	549,454,599
Net assets		
Investment in capital assets, net of related debt	480,410,490	79,929,294
Restricted for debt service and other purposes	159,917,179	72,002,225
Unrestricted	448,622,203	(49,947,414)
Total net position	\$1,088,949,873	\$101,984,105
Total liabilities, deferred inflows of resources and net position	\$1,436,028,579	\$651,438,704

Seattle Housing Authority



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Photo by Y.E.T.I.