





361

SHA locations



Seattle Housing Authority's mission 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.



10,359

Housing Choice Vouchers authorized



16,568

Households served

2015



33,997

Individuals served

8,019

SHA-owned/managed units



On the cover: Kebero Court, the first new residential building completed as part of Seattle Housing Authority's redevelopment of Yesler Terrace, opened in spring 2015.

Photo courtesy Enterprise Community Partners/Michael Schoenfeld



from the EXECUTIVE DIRECTOR



It is a pleasure to share with you some of the exciting advances we made at the Seattle Housing Authority in 2015 through our partnerships with community organizations and institutions, and our residents and participants. These accomplishments were, in most cases, the realization of earlier visions, with months or years of hard work taking place prior to their fruition. That makes it especially rewarding to see the excitement of a family when they open the door to their brand new apartment, hear the enthusiasm of a job trainee about future employment or feel the infectiousness of children's laughter at a community event – all of which you will read about here.

These are the moments that keep us going, that keep us striving to enhance and expand our housing and services. The stories in this 2015 Annual Report are stories of the people we serve and the people we partner with to help improve lives.

The opening of Court, the first of our new residential buildings at Yesler, was a major milestone in the redevelopment of that neighborhood into a new, mixed-income urban community. When that project is complete, all of the 561 aging apartments for very low-income residents at Yesler will have been replaced with new homes, nearly 1,200 additional affordable apartments will be occupied and neighbors of all income levels will be enjoying and contributing to the vibrancy of the area. The joyousness of the Kebero Court opening celebration told not only the story of those moving in, but the promising future of Yesler.

Another important landmark in 2015 was the launch of the Workforce Opportunity System partnership, a significant step forward in our commitment to help people toward self-sufficiency. The shared vision of our partners is to build, improve and align education, employment, job training and placement services in a way that removes barriers for those seeking a path to jobs that will enable them to support themselves and their families. In the initial year, we served more than 100 residents.

Each of our tenants has a rich story of hardships, hopes and ambitions and we are proud to be part of their stories. For the children and youth, whose stories are largely unwritten, we continually ask ourselves what we can do to help create opportunities to increase academic and social achievement, and set them on a course for college and career. In 2015, we saw much progress in this area.

The highlights in this report tell a few of the stories of the nearly 34,000 individuals we served in 2015 and provide a glimpse of the foundation we are building and progress we are making to improve people's lives. You can rest assured that we were also hard at work on new ideas, planning and partnerships to meet future challenges and brighten the stories of all of those we serve at SHA. Thank you for your support in that effort.

Sincerely,

Andrew J. Lofton, Executive Director



A PLACE TO CALL HOME

We're more than housing. We provide homes where families gather and dreams are made. Deeply connected to our residents, we support their efforts to build productive, meaningful lives in vibrant healthy communities.

SHA serves low-income individuals, families, seniors, people with disabilities, youth and children in locations throughout Seattle. Housing is provided in family communities, town homes, single-family homes, apartment buildings, and scattered smaller buildings. Most are located near transit, with easy access to work opportunities, schools and neighborhood services.



"I want everyone I meet to know that they are unique and have something wonderful to bring to the table."

Hazel Bauer has lived at SHA's Pleasant Valley Plaza in the Magnolia neighborhood for more than 30 years. As a self-proclaimed people person, Hazel says she adores her apartment by the front window, where she can watch all the people coming and going. Throughout the years, Hazel, 99, has served as the Resident Council President, social director and building matriarch. Pleasant Valley Plaza is part of the Seattle Senior Housing Program which provides safe, caring places for seniors to live.

28% of Seattle's low-income seniors and people with disabilities are served by SHA. A new Seattle Senior Housing Program resident advisory committee was created in 2015.



RESIDENTS RETURN TO A NEW AND EXPANDED LESCHI HOUSE

After a complete remodel and expansion that doubled the number of apartments, Leschi House reopened in the Chinatown-International District as a five-story building with 69 senior housing units, including some that are completely ADA accessible. Beautiful

landscaping, lighting and seating grace the new courtyard, and planting boxes were added to provide a place for community gardening. In March 2015, residents participated in a grand opening celebration which included traditional lion dancing.



SHA Community Builders work on-site in our housing programs to promote activities that bring people together, building strong connections and enriching lives. Two examples from 2015:



Photo courtesy of Jama Abdirahman

At Rainier Vista: Beautify the Block

In October, a group of inspiring 6-to-11-year-olds organized and led a “Beautify the Block” party at SHA’s Rainier Vista Central Park. The high-energy event, which included an original rap video, addressed youth violence and brought the community together through art and music. The youth worked with the Refugee Women’s Alliance and the World Mind Creation Academy on the event.

At NewHolly: NPR’s StoryCorps Captivates

SHA worked with StoryCorps, a popular National Public Radio program, to bring its mobile recording studio to NewHolly to capture stories of Seattleites in their own words. The SHA residents who participated were excited to have their stories taped and archived at the Library of Congress.



Sustainable Stewardship

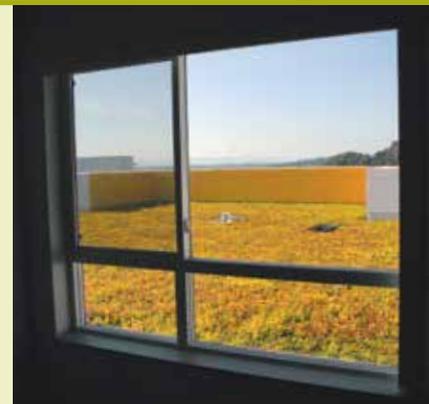
Throughout all SHA housing programs we put our commitment to environmental stewardship into practice. We use sustainable and green construction strategies, like this green roof at Yesler, promote healthy living for residents, and engage residents in learning about earth-friendly practices in their own households.

SHA Reaches 100% on Composting Availability

Residents diverted more than 600 tons of food and yard waste from landfills in 2015 after SHA reached its goal of in-home composting at all SHA properties.

Water\$mart

Through careful management of utilities, SHA was able to capture more than \$300,000 in water cost savings in 2015, redirecting those valuable funds to programs for residents.



YESLER: INVITING CONNECTIONS

The collective vision for a new Yesler community began to spring to life in 2015. The transformation became visible with the opening of Yesler's first privately developed residential building, the completion of SHA's Kebero Court, a second SHA apartment building under construction, major street and infrastructure progress, a new community garden and the unveiling of a new public work of art. Yesler is more than a physical space —it's a vibrant neighborhood of opportunities.

“Kebero Court is a door in the heavens. Thanks to Seattle Housing Authority for giving people a place to achieve their hopes and dreams in a safe and supportive environment.”

Saroeun Chuon was overjoyed to move into her brand new home. A Cambodian refugee who lost her family to war, Saroeun has lived at Yesler Terrace for nearly two decades. Her delight upon moving into Kebero Court when it opened in 2015 paralleled that of many other new residents. As Yesler is being redeveloped, it is SHA's highest priority to honor the legacy of Yesler and ensure residents stay connected to their community.

Photo courtesy of Enterprise Community Partners/Michael Schoenfeld

ANTHEM ON 12th

Adopting the spirit of Yesler, Spectrum Development Solutions brought the concept of mixed-income to life with the first privately developed property. Proud to be part of the community, they dedicated a third of the units for affordable housing. The apartment building opened in May 2015 and received LEED Gold Certification.



KEBERO COURT OPENS TO THE BEAT OF AFRICAN DRUMS

In June 2015, returning and new Yesler residents joined a wider community over two days to celebrate the grand opening of Kebero Court, the first new SHA residential building to open in Yesler. Residents organized drumming, an Ethiopian coffee ceremony and other activities. Named for a style of drum important to cultural traditions in East Africa, Kebero Court reflects the heritage of many who call it home.





A Beautiful New Work of Art and a Grant to Support More

Inspired by conversations with residents, Eritrean-born Yegizaw "Yeggy" Michael created the first new public work of art at Yesler. "Harmony," installed in December 2015, incorporates cultural symbols from around the world and a tree trunk that was saved in the clearing of land, tying the modern day Yesler to the roots of its past. Thanks to a three-year \$678,000 grant received from The Kresge Foundation in 2015, SHA will be able to further integrate art and artists into the redevelopment of Yesler.

Employment Pathway Initiative, a 12-week training program launched in 2015, unites neighborhood businesses and organizations with residents, giving them a chance to work in an in-demand field. Paid job shadowing and internships took place at Harborview Medical Center, Swedish Medical Center and the City of Seattle. Most participants found continuing work in a field related to their job shadowing.

“Through my job shadowing at Swedish Hospital and the job interviewing skills SHA has taught me, I feel more confident that I’ll be able to find a job soon.”

Safiya Mohamed
Employment Pathway Graduate



Horiuchi Park

Named in celebration of artist Paul Horiuchi, this underused park was transformed into a beautiful 29-plot community garden with the help of residents and neighborhood volunteers.



Photo courtesy of Stephanie Felix

Community Health Workers

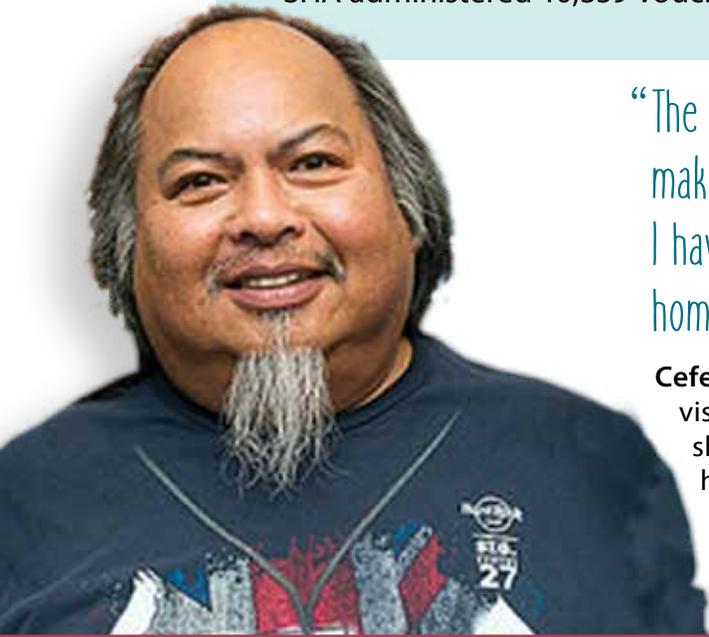
Four Yesler residents were hired in 2015 to serve as Community Health Workers (CHW) through a partnership with Neighborcare Health. By belonging to the same culture, speaking the same language, and having similar life experiences, these CHW's are better able to connect residents with resources to help them maintain healthy lifestyles.

Breathe Easy

With health concerns in mind, it was essential at Yesler to include Breathe Easy apartments. The program is based on success in our earlier redevelopment of the High Point community where a study showed children with asthma experienced a six-fold decrease in asthma incidents within the first year of living in a Breathe Easy home. We also launched a partnership with Neighborcare Health, American Lung Association, and King County Hazardous Waste Management Program that includes one-to-one visits from a Community Health Worker to help residents maintain a healthy home.

PROVIDING CHOICE IN HOUSING

Housing Choice Voucher (HCV) participants are able to choose from rental housing throughout Seattle, selecting homes close to their jobs, schools, and supportive networks. The HCV program provides low-income individuals, families, seniors and people with disabilities the opportunity to afford decent, safe housing by providing subsidies to rent with private landlords and other housing providers. SHA administered 10,359 vouchers in 2015.



“The most important part is stability and that makes me happy. I don’t have to worry where I have to stay or sleep, like I did when I was homeless. It’s relief for the future.”

Ceferino Cadavona, a veteran who, during a Seattle visit by HUD Secretary Julián Castro in April, shared his emotional story of homelessness and how stable housing has changed his life.

Through the Veterans Affairs Supportive Housing (VASH) program, SHA helps homeless veterans obtain safe, affordable housing and maintain healthy productive lives. In this special program, SHA subsidizes a portion of rent and veterans receive access to case management and clinical services through the Veterans Administration, providing them with the resources and services needed to resume productive, successful lives. SHA received 54 new VASH vouchers and served a total of 411 veterans through the program in 2015.



More than **19,000** households entered a lottery for 2,500 available spots when the voucher wait list opened for three weeks in 2015.



From Voucher applicants:

“I’m a single mother with a 15-year-old daughter who was diagnosed with a rare form of cancer. She had a left leg amputated above the knee then had a recurrence of the cancer. I also have a 20-year-old son with an intellectual disability who isn’t able to live on his own. The shake-up in our life from the cancer has put us in a real bind. I am no longer able to afford the rent on the apartment we have been living in for almost five years.”

“I’m a single dad with two little girls. I worked at my former job for 20 years. Now I’m homeless and just started a part-time job making \$11 an hour. My goal is to get a good paying job and show my kids if they keep working on life it soon will get better. Help with housing is all I need to keep them on the right path.”

Caring Landlords are Key

Private landlord participation is a critical component of the Housing Choice Voucher program. Owners and landlords provide housing to HCV participants and SHA reimburses landlords the difference between market rent and the amount a family can afford to pay for a unit. Monthly subsidies are guaranteed and paid directly and on time by SHA, providing stability to the landlord.

“I leased my first unit to an HCV participant and I have not looked back since. When I started in the rental business none of my properties had HCV renters, but now I have seven out of my ten properties, and am more than happy to share my success story under the program.”

a Seattle Landlord



Hacking the Housing Market

In 2015, SHA partnered with Zillow, where technology experts applied their skills to find solutions for those seeking affordable housing. More than 200 developers gathered together for a weekend hackathon hosted by Zillow and the University of Washington. "Hack Housing: Empowering Smarter Decisions" encouraged volunteers to use data to build apps that would help people find affordable places to live. Zillow also features a Community Pillar program in which landlords who will consider modifying their standard tenant-screening process to help applicants with potential rental barriers receive a badge on their Zillow profile.



Partnering to Expand Options

We work with nonprofit housing partners throughout Seattle to expand housing options under our “project-based” voucher program. Rents are subsidized for tenants in project-based units as long as they live in the unit and continue to qualify for the program. The voucher remains with the unit, so when one tenant moves on from the program, another is able to move in and receive help.



Plymouth Housing photos courtesy Jorge Lausell, Ben Beehner, William Wright Photography

BUILDING THRIVING COMMUNITIES

In addition to providing safe, affordable housing, we establish collaborative partnerships to support the health, education and financial stability of our tenants.



“Recycling and composting keeps everything clean and it helps everybody understand the smallest things can help our environment.”

Abdi Abdikader is one of 35 young SHA residents who participated in 2015 in an Environmental Leadership Program run by SHA and Seattle Parks and Recreation. Students gained leadership and career-readiness skills, organized a community event, distributed household composting bins and educated their neighbors.

Increasing Economic Opportunities

In 2015, SHA's Economic Opportunity Program, which helps tenants become financially self-sufficient, served nearly 600 low-income tenants and made 235 job placements, with an average hourly rate of \$21.60/hour. In collaboration with Seattle College District, Workforce Development Council, Financial Empowerment Network, Seattle Jobs Initiative, and funder JPMorgan Chase, SHA launched the Workforce Opportunity System pilot project in 2015.



Improving Health

Medical, dental and behavioral health care services were provided to SHA tenants in 2015 through partnerships with Neighborcare Health and Seattle University nursing students.

Race to the Top

In 2015, Seattle Public Schools secured a "Race to the Top, Deep Dive 3" grant and funding from the Bill and Melinda Gates Foundation for a project with SHA designed to raise student achievement by supporting new and different models of community-school partnerships.

Academic Development

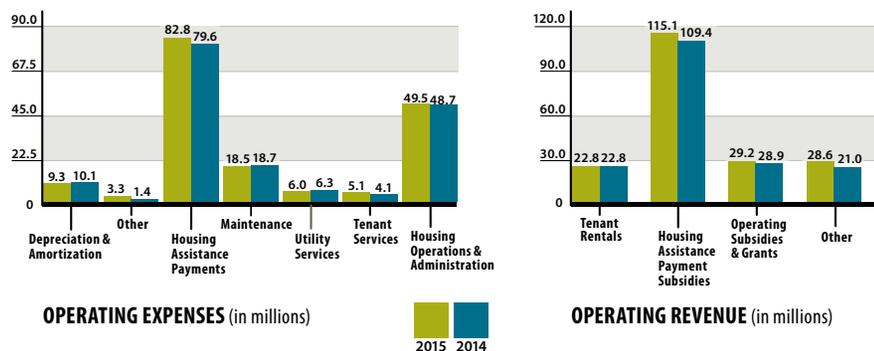
Tutoring and academic development programs are offered at many SHA communities through partnerships with Catholic Community Services, East African Community Services, Hope Academic and the YMCA.

Access to Technology

SHA believes in empowering tenants with digital literacy skills and internet access. In 2015, five SHA-based computer labs benefited from grants awarded by the City of Seattle's Technology Matching Fund, which enabled upgrades and expansion of classes, including multilingual instruction and increased accessibility for people with disabilities.

FINANCIAL HIGHLIGHTS

During 2015, Seattle Housing Authority increased total net position by \$33.0 million or 16.6 percent which was mainly a result of increased operating subsidies from HUD as well as other revenues from land sales and contributions from the City of Seattle for the redevelopment at Yesler Terrace. In addition, SHA continued the trend from the last five years, of reducing debt while maintaining a strong current ratio.



REVENUES, CONTRIBUTIONS, EXPENSES AND CHANGE IN NET POSITION

for the year ended December 31, 2015

	SHA Totals	Tax Credit Partnership Totals
REVENUES & CONTRIBUTIONS		
Tenant rentals and sales	\$ 22,837,426	28,977,883
Housing assistance payment subsidies	115,101,121	—
Operating subsidies and grants	29,245,755	—
Interest income	3,520,102	59,374
Capital contributions	13,208,823	7,314,074
Other	28,511,890	1,234,642
Total revenue & contributions	212,425,117	37,585,973
EXPENSES		
Housing operations and administration	49,455,950	8,475,910
Tenant services	5,072,113	—
Utility services	6,045,785	4,514,389
Maintenance	18,481,187	6,887,453
Housing assistance payments	82,775,844	—
Interest expense	4,572,533	7,107,415
Change in fair value of investments	1,704	(269,233)
Disposition of assets	403,789	—
Depreciation and amortization	9,314,799	11,903,415
Other	3,346,124	2,920,110
Total expenses	179,469,828	41,539,459
Change in net position	32,955,289	(3,953,486)
Total net position at beginning of year	447,897,819	48,609,879
Total net position at end of year	\$ 480,853,108	44,656,393

STATEMENT OF NET POSITION

December 31, 2015

	SHA Totals	Tax Credit Partnership Totals
ASSETS & DEFERRED OUTFLOWS		
Cash equivalents and investments	\$ 101,881,494	26,508,219
Accounts receivable	31,572,522	761,938
Inventory and prepaid items	406,831	907,197
Restricted investments	9,863,211	596,420
Assets held for sale	7,578,196	4,602,105
Other assets	5,708,435	—
Capital assets, net of depreciation	306,245,985	4,085,171
Notes receivable	221,693,851	375,606,015
Total assets	684,950,525	413,067,065
Deferred outflows	3,227,683	—
Total assets and deferred outflows of resources	\$ 688,178,208	413,067,065
Liabilities		
Accounts payable	\$ 10,854,186	48,919,809
Accrued liabilities	4,664,959	5,665,684
Short-term borrowings	2,080,982	40,000
Security deposits	1,394,402	1,263,383
Unearned revenue	47,132,863	8,623
Long-term debt	105,426,755	312,513,173
Accrued compensated absences	2,809,230	—
Net OPEB and pension liabilities	28,785,963	—
Total liabilities	203,149,340	368,410,672
Deferred inflows of resources	4,175,760	—
Total liabilities and deferred inflows of resources	207,325,100	368,410,672
Net assets		
Investment in capital assets, net of related debt	223,534,799	63,052,842
Restricted for debt service & other purposes	13,578,114	21,207,837
Unrestricted	243,740,195	(39,604,286)
Total net position	480,853,108	44,656,393
Total liabilities, deferred inflows of resources & net position	\$ 688,178,208	413,067,065

2015

Board of Commissioners

The Seattle Housing Authority is governed by a seven-member Board of Commissioners, two of whom are housing authority tenants. The Mayor of Seattle appoints board members, subject to confirmation by the Seattle City Council.



Nora Gibson
Chair



Kollin Min



Debbie Thiele
Vice Chair



Jermaine Smiley



Zachary Pullin



Emily Abbey



Aser Ashkir



Doug Morrison, a longtime resident of Seattle Housing Authority who served as a member of SHA's Board of Commissioners from 2010 until 2015, passed away on August 11, 2015. Prior to serving on the SHA Board, Mr. Morrison was an officer of the Resident Action Council and chaired the Joint Policy Advisory Committee. We remember Mr. Morrison fondly, and appreciate his service to the SHA community.

2015 Leadership Staff

Andrew J. Lofton
Executive Director

Anne Fiske Zuniga
Deputy Executive Director

Dean Barnes
Director of Human Resources

Rod Brandon
Director of Housing Operations

Kerry Coughlin
Director of Communications

James Fearn
General Counsel

John Forsyth
Community Services Administrator

Andria Lazaga
Director of Policy and Strategic Initiatives

Ann-Marie Lindboe
Director of Housing Finance & Asset Management

Steve McDowell
Chief Information Officer

Stephanie Van Dyke
Director of Development

Cynthia West Setel
Director of Housing Choice Voucher Program

Lisa Wolters
Director of Intergovernmental Relations

Shelly Yapp
Chief Financial Officer



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