



Seattle Housing Authority
2016 ANNUAL REPORT

STRATEGIC DIRECTION

Expand Housing Opportunities

SHA serves more people by cultivating additional resources and employing strategies which have the biggest impact on increasing Seattle's affordable housing choices.

361
SHA locations



Photo: Weber Thompson

10,448
Housing Choice
Vouchers authorized

8,012
SHA owned/managed units



17,134
Households served



34,715
Individuals served

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 increase self-sufficiency for people with low incomes.

2016

On the cover:

"If you're looking for a hand up instead of a handout, it's here for you. The Seattle Housing Authority has a lot of programs to help you get on your feet, to help you get educated and find the necessary resources."

-Marvin, resident

Learn more about Marvin's story at seattlehousing.org/stories





FROM THE EXECUTIVE DIRECTOR

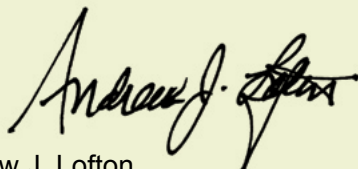
In 2016, the Seattle Housing Authority introduced a new five-year Strategic Plan. With the help of our Board of Commissioners, tenants, partners, community leaders and citizens, we articulated three Strategic Directions and nine Key Objectives that will guide our work through 2020. You will see them throughout this report, along with examples of how we are turning our strategic planning into action.

We opened Raven Terrace and broke ground for Hoa Mai Gardens, two residential buildings in the Yesler redevelopment that will *Expand Housing Opportunities* by adding nearly 200 new apartments for people with low incomes. In our work to *Promote Quality Housing*, we secured funding for renovations at NewHolly and began upgrades at Phinney Terrace, one of our senior housing locations. We piloted a new mobile device system in maintenance that will greatly increase efficiency and response time where repairs are needed throughout our more than 8,000 units of housing. Many programs and partnerships in 2016 helped *Improve Quality of Life* for SHA tenants. We were successful in securing a grant to promote jobs and self-sufficiency and another to hire Education Navigators to guide young tenants along a path to success.

Underpinning all of our work at SHA are what we call Organizational Cornerstones: Engaging service and respectful relationships; staff excellence; partnership and coordinated action; financial stability and operational efficiency; race and social justice; environmental stewardship; and innovation. Adherence to these principles and commitments is what keeps us focused not just on what we do but how we do it. We strive for excellence and care about the success of those we serve, our partners, each other as colleagues and our community.

Together we created a vision and a strategy to achieve that vision. Together, we are improving lives. Together, we are providing more than 34,000 people with a place to live and a place to grow.

Thank you for your support.



Andrew J. Lofton
Executive Director

Andrew and a young resident.





STRATEGIC DIRECTION | **Promote quality communities**

SHA invests in safe, quality housing and connects participants to communities, resources and services that are designed to meet their needs.

Building renovations

While it doesn't often generate the excitement of new construction, maintaining and upgrading nearly 400 properties is an essential part of SHA's work.

In 2016, financing was secured for a two-year renovation project at NewHolly to update roofs, siding, gutters, windows and decks in 305 homes. At Phinney Terrace, the exterior was renovated and new landscaping was installed, windows were replaced, the intercom system was updated and "aging in place" accessories were added, making tasks easier for the seniors living in this community.

Putting technology to work

In June 2016, SHA introduced an electronic mobile work order system that enables staff on site at a property to use a mobile hand-held device to generate a work order and quickly route it to maintenance staff. This innovation has brought savings in time and transportation costs, as staff no longer have to return to an office to start the work order, and residents appreciate the faster response time.



KEY OBJECTIVE

Advance affordable housing policy

Champion public policies that will increase the viability, availability and accessibility of affordable housing for people with low incomes.



Photo: RDH Building Science Inc.

KEY OBJECTIVE

Preserve and promote high-quality housing

Provide safe, accessible, sustainable and attractive living environments that contribute to the quality of Seattle neighborhoods through preservation and redevelopment of SHA's housing stock.

Healthy homes

SHA received a 2016 U.S. Department of Housing and Urban Development Secretary's Award for Healthy Homes. SHA's *Breathe Easy* program in new Yesler apartments was judged outstanding by independent reviewers at the National Environmental Health Association and by HUD. *Breathe Easy* units incorporate materials that have been shown to reduce incidents of asthma and other respiratory conditions.



KEY OBJECTIVE

Diversify housing choice

Expand available housing choices, demonstrate alternative housing models, and preserve and increase access to neighborhoods throughout Seattle that would otherwise be out of reach for people with low incomes.

Home from School

When children are homeless, they usually have to change schools frequently, have trouble with regular attendance and suffer in their academic performance. At the beginning of the 2016-2017 school year, SHA rolled out Home from School, a partnership with the City of Seattle and Seattle Public Schools, to provide stable housing for homeless families with school-age children. It began as a pilot project at Bailey Gatzert Elementary, where 17 percent of the students were homeless or unstably housed and the student turnover rate was 31 percent. Home from School helps families get a stable home in the enrollment area of the school and get back on their feet so their children, and all of the children at the school, can experience greater continuity and success.



Digital equity

Access to the internet is vital to daily living and academic achievement, but is not always affordable for low-income people. Through its Digital Equity Initiative Action Plan, the City of Seattle awarded two Technology Matching Funds grants that directly benefited SHA residents. In collaboration with Children's Home Society of Washington, YMCA, Literacy Source and Full Life Care, a \$48,580 grant will increase computer lab access and technology programming at SHA's Lake City Court and Lake City House. A \$44,640 grant was awarded to Full Life Care to provide a mobile computer lab for nine SHA communities.

In addition, Google pledged a grant to SHA that is allowing nearly 800 low-income students to have free internet service for three years and Comcast extended the scope of its Internet Essentials discount program to include all public housing residents.



Photo: Chloe Bethany



KEY OBJECTIVE

Connect people to opportunity

Invest in communities through partnerships so that neighborhoods where participants live support access to opportunities such as good jobs, parks, transit, arts, high-performing schools and healthy living.

Utility Discount Program expansion

In May of 2016, the City of Seattle announced changes to its Utility Discount Program, allowing SHA to auto-enroll its residents and voucher participants, providing more than \$10 million in utility assistance each year to SHA tenants — cutting in half their electric, water, garbage/recycling, sewage and drainage bills.

"I am on disability and have a limited income. After I pay my bills, the lights, phone, water, there's nothing left. This will leave me with a few dollars to buy groceries and whatever else is needed. It's a blessing."

-Ed, resident





KEY OBJECTIVE

Strengthen community and service

Facilitate effective and supportive relationships and respectful interactions among participants, staff, partner organizations and neighbors so that people feel valued, proud and connected to the community they live in.

Pavement to Parks

A group of Rainier Vista residents concerned about traffic safety around the central park received a grant from the Seattle Department of Transportation to convert a portion of the street into a public space, closed to cars. It now provides a safer pedestrian environment, vibrant play area, neighborhood gathering place and colorful mural that was designed and painted by members of Rainier Vista's Teen Internship Program in partnership with the Horn of Africa.



Fifth annual Bee Festival

In May, four hundred people attended the Bee Festival at High Point. Festivities included a 1.5 mile Honey Run; Kids and Pets Parade; beehive demonstrations; plant, seed and tool swap; face painting; and a vendor fair.

Emergency preparedness

To help residents learn how to care for themselves and each other should a disaster strike, SHA invited the City of Seattle Office of Emergency Management, Seattle Fire Department and American Red Cross to provide emergency management training. More than 100 residents attended the training.



"The project was focused on building community relations. It is very important for us at Rainier Vista that everybody considers this one community and not just a bunch of separate communities who are occupying the same space."

-Mohamed, resident and Stanford University student, was the summer Youth Mentor for the Rainier Vista Pavement to Parks project.



YESLER: A VISION TAKING SHAPE

The vision for a new urban, mixed-income community at Yesler continued to take shape in 2016 with the opening of SHA's second new residential building, Raven Terrace; the opening of the Yesler Hillclimb; and construction progress on Hoa Mai Gardens, SHA's third new apartment building. A new streetcar line opened and ground was broken on the second privately developed apartment building. Less visible but critical progress was made on sewers, streets and other infrastructure; an additional private development partnership; design work on SHA's fourth residential building; and planning and design for the new central park. Four artists were commissioned to work in the community, and education, better health and employment opportunities for residents were expanded.

KEY OBJECTIVE

Create more affordable housing

Prioritize strategies and leverage resources to enable increased rental assistance and housing units for more people in need of affordable housing.

Raven Terrace

When the building opened in early 2016, the 83 apartments at Raven Terrace, named for a bird symbolic in many cultures and the symbol of "storyteller" in the Duwamish Tribe, filled quickly with residents from older Yesler units. The seven-story building features accessible units for people with disabilities, *Breathe Easy* apartments that reduce respiratory problems, and energy efficient appliances and lighting.

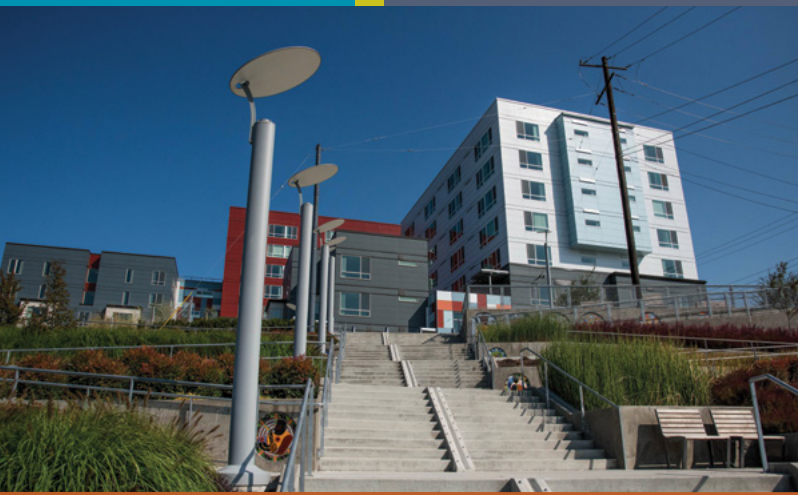
Sharing the love of reading

Thanks to generous employees at Weber Thompson, the architect for Raven Terrace, the Raven Terrace Free Lending Library opened in June, filled with donated books.

Yesler Hillclimb

In February, SHA held an opening ceremony for the new Yesler Hillclimb, a pedestrian thoroughfare that connects the First Hill and Yesler neighborhoods to nearby Chinatown International District and Little Saigon. The Hillclimb features 25 colorful mosaic medallions, created by artist Mauricio Robalino, with design ideas from Yesler residents.





Hoa Mai Gardens begins to blossom

Construction began in January on SHA's third residential building at Yesler, Hoa Mai Gardens. The seven-story building will provide 111 one to four-bedroom apartments. The name Hoa Mai refers to a beautiful yellow flower that is part of Vietnamese Lunar New Year celebrations and is believed to bring luck.

Washington Hall renovation

Washington Hall, a performing arts and community meeting space at Yesler, was built in 1908. The historic venue has hosted musicians such as Marian Anderson, Mahalia Jackson, Billie Holiday, Duke Ellington, Count Basie and Jimi Hendrix, and speakers such as W.E.B. Du Bois, Marcus Garvey and Joe Louis. Recognizing its cultural significance and value to the community, SHA contributed funds toward renovation. A grand re-opening was held in June.



Development partners

Proceeds from the sale of select parcels of land to private developers are a critical source of funding for the creation of new low-income housing at Yesler. All private developers commit to keeping at least a quarter of their apartments affordable. In July 2016, Vulcan Real Estate broke ground on Batik, a seven-story building consisting of 196 apartments. In March, Mill Creek Residential entered into a Purchase and Sale Agreement for approximately 1.2 acres at Yesler and Boren Avenue.

Bringing art to life

With funding from The Kresge Foundation, SHA commissioned four artists in 2016 to work in the Yesler community and produce activities as well as physical works of art. Artwork will enhance the planned parks and open spaces, providing beautiful places for all to enjoy. The grant also funds a summer youth media program managed by Seattle University and provides assistance to artisans living in Yesler to market their work.

The link between housing and health

In February, the Robert Wood Johnson Foundation awarded a grant to examine correlations between Yesler's redevelopment and residents' health. The study will look at multiple data sources over five years, 2012 to 2017.





STRATEGIC DIRECTION | Improve quality of life

SHA partners to use housing as a platform to improve quality of life by enhancing health, supporting education and skill development, and other services to help people reach their full potential.

Health services

Multiple partners provide health services to SHA tenants which promote healthy, “aging in place” opportunities for more than 1,500 older adults.

Self-sufficiency grant

In August, SHA received a \$738,000 Resident Opportunities and Self-Sufficiency grant from HUD. The grant provides funding for a three-year period to hire Service Coordinators who assist residents with education, job training and other services to promote self-sufficiency.

Job shadowing and training

The Workplace Communication/Job Shadowing program launched in 2016 and provides tenants with an opportunity to observe the work of others in a professional setting and gain experience that can make them more competitive in the job market. SHA and Seattle Vocational Institute created an educational partnership in 2016 to provide tenants with training and access to well-paying construction jobs.

Big turnout at job fair

In partnership with King County Housing Authority and WorkSource of Seattle-King County, SHA hosted a sixth annual Resource Day and Job Fair at Rainier Vista. More than 1,000 people attended, along with 70 service providers and 40 employers.

KEY OBJECTIVE

Enhance senior and disabled living

Connect senior and disabled participants to the services they need and facilitate access to other housing choices along a continuum of care as appropriate.



These Community Health Workers are SHA residents who are trained to bring culturally relevant services to the community.

KEY OBJECTIVE

Economically empower people

Assist participants in benefiting from education and employment to increase their economic security, skills, income, assets and financial well-being.



“I used to have a measuring cup, now I have a measuring tape.”

-Keshia, SVI graduate

KEY OBJECTIVE

Support youth achievement

Promote access to high-quality learning opportunities for young children, youth and young adults that increase educational performance, college and career readiness, and encourage lifelong well-being.

Youth radio

Local National Public Radio station KUOW hosted a three-day RadioActive workshop for youth at Rainier Vista. The students learned about journalism and created their own stories for airing on KUOW and elsewhere.



To listen to youth radio stories, visit seattlehousing.org/radioactive.

Back to school

In August, SHA sent a “Back to School” letter to more than 3,000 tenant households with school-age children to reinforce the importance of attendance and how it relates to academic success. It also included helpful information about new bell times, free lunch programs, free ORCA passes and financial aid for college.

Rainier Vista teens learn team-building skills.



Scholarships

Through scholarships such as Housing Authority Insurance Group's Affordable Housing Resident Scholarship and SHA's Dream Big! Scholarship, eight residents in 2016 were awarded a total of \$12,000 to help fund their college education. Under Washington State's College Bound Scholarship program, 7th and 8th grade students can enroll to receive full tuition scholarships for college, and SHA staff called more than 530 eligible families in 2016 to encourage them to enroll.

Project SOAR

SHA was one of nine housing authorities awarded a Project SOAR (Students + Opportunities + Achievements = Results) grant by HUD. The \$452,000 grant enabled SHA to hire Education Navigators who will help young residents, ages 15 to 20, obtain financial aid and become college-ready.

Teen internships

Teens at High Point, NewHolly, Rainier Vista, Yesler, Cedarvale Village, Jackson Park Village and Lake City Court were able to participate in internships to gain work-related experience, receive a stipend and give back to their community.

Girls' sports

The NewHolly community kicked off a new all-girls soccer program in April, where 25 girls, ages 7 to 11, learned techniques from a coach with the YMCA Powerful Schools program. In December, more than 40 girls, ages 8 to 15, participated in NewHolly's Basketball Drills and Skills camp thanks to community members who secured free gym space at Seattle's Union Gospel Mission, recruited coaches and provided uniforms.



THE POWER OF PARTNERSHIPS

The Seattle community enhances the work of SHA in many different ways. Through partnerships with numerous organizations with expertise in health care, youth programs, job training and placement, mental health counseling, services for seniors and much more, we are able to help tenants meet their needs beyond housing.

Every day, lives are improved thanks to partners. A student striving to succeed in school finds help from a tutor. A young mother trains in a trades program and gets a well-paying job in construction. A community health worker checks in on a senior to monitor his blood pressure and diet.

There are annual event partners like the Seattle/King County Clinic at Seattle Center. In 2016 the Clinic provided \$3.9 million in free dental, vision and medical care to 4,492 people who otherwise could not afford it, many of them SHA tenants. At an annual Seattle-King County Job and Resource Fair at Rainier Vista, multiple partners helped more than 1,000 participants further their journey to self-sufficiency.

Perhaps nowhere is the power of partnerships more evident than in a crisis. On September 27, 2016 a fire broke out at SHA's Lam Bow Apartments in West Seattle and rapidly raged through the building. Thanks to the quick and courageous actions of an SHA employee and Seattle Police Department sergeant, who braved the flames and smoke, all 47 residents got out of the building safely. Within minutes other first responders were there to prevent the fire from spreading. Just as quickly, the local chapter of the American Red Cross had experts on site to help the victims, who were still in shock at losing everything. Within hours the Red Cross had set up a shelter where they cared for residents for two weeks until everyone had replacement housing. The outpouring from the community was tremendous and an SHA-established Lam Bow Fire Relief Fund received \$40,000, one hundred percent of which was distributed to the victims, along with thousands of dollars' worth of in-kind goods and services, to help residents rebuild their lives.

Whether through formal partnerships for everyday services, special events or countless people stepping up in a crisis, SHA is not working alone to help people with few resources get the stable housing and help they need to live healthy, productive lives. SHA is grateful to be part of such a caring community.

Deborah Canavan Thiele
Chair, Board of Commissioners



Lam Bow Apartments fire

The Red Cross of King County recognized SHA employee Thaddeus Perry and Seattle Police Department Sgt. Jim Britt as heroes for their bravery and quick action in safely evacuating residents of the Lam Bow Apartments during a three-alarm fire.

Support was provided by:

American Red Cross

Andersen Construction

Biella Foundation

City of Seattle:

Office of Housing, Office of Emergency Management,
Human Services Department, Parks Department

Compass International Forwarding

Delridge Community Center

Delridge Neighborhoods Development Association

KeyBank

King County Housing Authority

Olympic Moving & Storage

Sanislo Elementary School

Seattle Fire Department

Seattle Police Department

Seattle's Union Gospel Mission

Trinity West Seattle

Tzu Chi foundation

West Seattle Helpline

West Seattle High School

Youngstown Cultural Arts Center

Wear A Big Smile Foundation donated rain boots to the families displaced by the fire.



Photo: Auston James

Seattle/King County Clinic

SHA reached out to its 34,000-plus tenants to help them take advantage of the Seattle/King County Clinic and the opportunity to get medical, dental and vision needs met at no cost. In 2016 SHA initiated a staff volunteer program, enabling 22 SHA employees to work at the Clinic as interpreters, patient escorts and in other volunteer roles.



2016 BOARD OF COMMISSIONERS

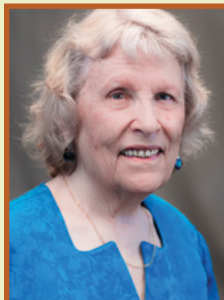
The Seattle Housing Authority is governed by a seven-member Board of Commissioners, two of whom are housing authority tenants. The Mayor of Seattle appoints board members, subject to confirmation by the Seattle City Council.



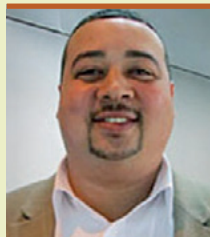
Deborah
Canavan Thiele
Chair



Ahmed Abdi



Emily Abbey
Vice-Chair



Jermaine
Smiley



Dr. Paula L.
Houston



David Moseley



Zachary
DeWolf

2016 Leadership Staff

Andrew J. Lofton

Executive Director

Anne Fiske Zuniga

Deputy Executive Director

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
and Asset Management*

Steve McDowell

Chief Information Officer

Marc Nilsen

Director of Human Resources

Stephanie Van Dyke

Director of Development

Cynthia West Setel

*Director of the Housing Choice
Voucher Program*

Lisa Wolters

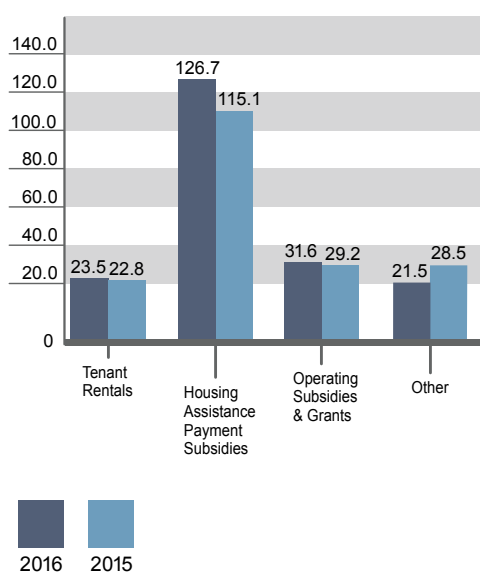
*Director of
Intergovernmental Relations*

Shelly Yapp

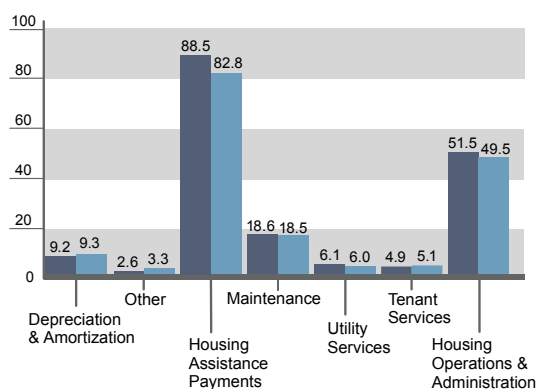
Chief Financial Officer

During 2016, Seattle Housing Authority increased total net position by \$36.5 million or 10.8 percent which was mainly a result of increased operating subsidies from HUD for the Housing Choice Voucher program. In addition, SHA continued the trend from the last five years of reducing debt while maintaining a strong current ratio. Notes receivable from our tax credit limited partnerships has increased as a result of the continued redevelopment at Yesler Terrace.

OPERATING REVENUE (in millions)



OPERATING EXPENSES (in millions)



FINANCIAL HIGHLIGHTS

REVENUES, CONTRIBUTIONS, EXPENSES AND CHANGE IN NET POSITION for the year ended December 31, 2016

REVENUES & CONTRIBUTIONS	SHA Totals	Tax Credit Partnership Totals
Tenant rentals and sales	\$ 23,540,026	\$ 34,510,276
Housing assistance payment subsidies	126,672,548	—
Operating subsidies and grants	31,641,807	—
Interest income	3,947,513	60,356
Capital contributions	15,221,989	25,225,110
Other	21,451,962	1,531,011
Total revenue & contributions	222,475,845	61,326,753
EXPENSES		
Housing operations and administration	51,948,733	9,445,275
Tenant services	4,878,898	—
Utility services	6,061,780	5,225,445
Maintenance	18,552,983	7,617,587
Housing assistance payments	88,541,664	—
Interest expense	3,979,539	8,652,611
Decrease (increase) in fair value of investments	32,797	(704,172)
Disposition of assets	73,161	—
Depreciation and amortization	9,230,730	13,124,089
Other	2,657,344	2,987,300
Total expenses	185,957,629	46,348,135
Change in net position	36,518,216	14,978,618
Total net position at beginning of year	480,853,108	44,602,418
Total net position at end of year	\$ 517,371,324	\$ 59,581,036

STATEMENT OF NET POSITION December 31, 2016

ASSETS AND DEFERRED OUTFLOWS		
Cash equivalents and investments	\$ 122,545,442	\$ 47,208,365
Accounts receivable	25,904,325	1,187,430
Inventory and prepaid items	416,715	952,852
Restricted investments	6,659,496	672,451
Assets held for sale	1,079,035	—
Other	6,251,414	5,079,436
Capital assets, net of depreciation	317,607,863	405,648,165
Notes receivable	248,737,074	—
Total Assets	729,201,364	460,748,699
Deferred outflows	5,929,416	—
Total Assets and deferred outflows of resources	\$ 735,130,780	\$ 460,748,699
LIABILITIES		
Accounts payable	\$ 11,198,874	\$ 45,671,737
Accrued liabilities	4,959,929	5,605,372
Short-term borrowings	1,129,297	40,000
Security deposits	1,295,798	1,512,661
Unearned revenue	73,674,722	88,585
Long-term debt	87,123,841	347,917,524
Accrued compensated absences	2,601,592	331,784
Net OPEB and pension liabilities	35,168,082	—
Total liabilities	217,152,135	401,167,663
Deferred inflows of resources	607,321	—
Total liabilities and deferred inflows of resources	217,759,456	401,167,663
Net Assets		
Investment in capital assets, net of related debt	242,874,725	57,690,641
Restricted for debt service & other purposes	14,808,756	38,252,435
Unrestricted	259,687,843	(36,362,040)
Total Net Position	517,371,324	59,581,036
Total Liabilities, Deferred inflows of resources & Net Position	\$ 735,130,780	\$ 460,748,699



Seattle Housing Authority

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Seattle, WA 98109
206.615.3300

SHA website address:

seattlehousing.org



A copy of Seattle Housing Authority's 2016-2020
Strategic Plan is available on the SHA website or
by request at 206.239.1528