



Moving to Work 2020 Annual Report Summary

Submitted: March 31, 2021

This document summarizes SHA's MTW 2020 Annual Report. The full report can be found at <https://www.seattlehousing.org/about-us/reports/moving-to-work-reports>.

SHA's 21st year in the Moving to Work program

Moving to Work (MTW) provides the flexibility to design and test various approaches for providing and administering housing assistance while meeting both the statutory goals of MTW and the priorities of our local community.

The COVID-19 pandemic, which began in early 2020, exemplifies the necessity of MTW. The context in which we operate changed rapidly, but our values and strategic goals did not. Throughout 2020, as we have done for the last 20 years, SHA continues to leverage MTW to adapt and innovate for the benefit of our residents and our community.

What is the MTW Annual Report?

SHA's MTW Annual Report follows a HUD-prescribed format which includes information on housing stock, wait lists, and sources and uses of funding under the MTW umbrella. The Report also includes information on how we are meeting HUD's statutory requirements and data reflecting how implementation of our MTW activities using HUD-prescribed metrics. SHA operates a variety of housing programs and other activities outside of the MTW umbrella that are not included in this report unless otherwise noted.

Households served and waitlist information

At year end, SHA served nearly 37,500 people across all housing programs (including non-MTW), with 86% living in Seattle.

- Approximately one-third of residents and tenants were children; one-third were seniors and/or disabled people; the remaining one-third were non-elderly, non-disabled adults.
- Over 85% of households served had incomes below 30% AMI, with a median household income of \$12,192.
- Of SHA's total resident population, approximately 34,000 residents and tenants are funded through MTW.

Waitlist data shows continued community need for subsidized housing. As of December 31, 2020:

- Nearly 7,000 households were on waitlists for our public housing/SHA-managed project-based voucher units (SHA uses MTW to operate these two subsidy types seamlessly in properties we own).
- 1,230 households remained on our tenant-based voucher waitlist, which has been closed since the 2017 lottery.
- Over 1,600 households were on waitlists managed by partners for project-based voucher units. Many of these partners receive referrals through the homeless system's

Coordinated Entry for All program, which maintains a central waitlist for permanent supportive housing units, rather than maintaining a traditional waitlist.

Housing stock

SHA's housing stock changed by a net increase of 175 units in 2020. There was a net loss of 124 MTW-funded units due to the final disposition of units at Yesler Terrace which was offset by a net gain of 299 non-MTW units. SHA's MTW-funded housing stock consisted of over 15,500 units funded through the Block Grant. Roughly one-third are public housing units and two-thirds are vouchers. SHA also operates over 2,100 units of housing funded by HUD outside the Block Grant, such as Special Purpose Vouchers and Mod Rehab, and over 2,300 other housing units that are not funded by HUD (including Low Income Housing Tax Credit units in our redeveloped communities and unsubsidized affordable properties throughout the City).

In 2020, SHA awarded 133 new project-based vouchers to community partners through the Seattle Combined Funder (formerly King County Combined Funder) Allocation. These contracts went to Almquist Apartments, Gardner House, Hobson House and Patricia K. SHA also created a new unit at an existing property and attached a project-based voucher in the Ravenna Springs Scattered Sites portfolio as part of a redevelopment process.

Capital investments

SHA engaged in the planned final demolition of units at two properties in 2020:

- The final 124 public housing units at Yesler Terrace were demolished and the excess land disposed of as part of the multi-year Choice Neighborhoods redevelopment project.
- The final remaining structures at Lam Bow, including 30 project-based voucher units, were demolished as part of a mixed-finance project to construct a new 81-unit development.

Despite a temporary stoppage on non-urgent unit repairs and increased social distancing and personal protective equipment protocols due to COVID-19, SHA was still able to complete a number of planned property and security improvements to SHA's owned and managed housing:

- **Emergency repairs:** Emergency external repairs were made to an exterior sewer at Carrol Terrace; hot water repairs were undertaken at Jefferson Terrace; a boiler was replaced at Tri-Court; and a number of emergency leaks were fixed in Scattered Sites.
- **Exterior upgrades:** SHA conducted exterior upgrades such as deck, patio gutter and siding repairs in a number of Low-Income Public Housing (LIPH) buildings; a new garage door was installed at Marinan Manor Apartments; and structural repairs were made to the garbage station at Primeau Place.
- **Interior upgrades:** Interior painting of common areas was undertaken at a number of LIPH buildings, as was the installation of new flooring; thermostats were replaced throughout Bell Tower; and a new ductless heat pump was installed in the community room at Carol Terrace.
- **Health and safety:** New ACAM security systems were installed at Holly Court, Fort Lawton Place and Denny Terrace; elevator upgrades were completed in a number of Seattle Senior Housing Program buildings; and carbon monoxide detectors were replaced with combination carbon monoxide/smoke detectors at NewHolly Phases II and III.
- **Scattered Sites upgrades:** As a part of a multi-year upgrade project for SHA's single-family Scattered Sites units, various small capital projects were completed including:

exterior and interior painting and siding repairs; external window replacement; installation of new appliances, flooring and built-in cabinets; and replacement and repair of doors and window furnishings.

New MTW strategies in 2020

Each of the following strategies was approved in the 2020 Annual Plan and subsequent Plan amendments as an additional nuance to an existing MTW Activity.

Disregard of student financial aid as income (MTW Strategy 10.H.15): SHA updated Strategy 10.H.15 to clarify that student financial aid is to be excluded from all income calculations. This procedure is currently in practice in both the public housing and housing choice voucher (HCV) programs, and the Admissions and Continued Occupancy Policy (ACOP) and HCV Administrative Plan (Admin Plan) and associated procedure manuals have been updated accordingly.

Emergency procedures (multiple MTW strategies): SHA submitted a series of technical amendments to its 2020 Annual Plan. Updates to several activities gave SHA the flexibility to best serve and protect residents, voucher participants, partners and staff during the COVID-19 pandemic. The updates included:

- Inspections
 - SHA may defer inspections until the next regularly scheduled inspection.
 - Owners or property managers may self-certify new move-in inspections in the Housing Choice Voucher program.
- Income verification
 - SHA may treat all forms of income verification equally, including allowing residents to self-certify income over the phone or by email.
- Regular certifications or “Annual Reviews”
 - Regular certifications may be deferred until the next regularly scheduled certification.
 - Residents/participants can still request an interim certification if they experience a change in circumstances such as job loss.
- Family Self-Sufficiency (FSS) program paperwork
 - SHA staff can obtain necessary “signatures” from participants for selected FSS program forms and contracts by email or oral confirmation over the phone.

Following the approval of the first amendment in March 2020, SHA quickly implemented pausing all routine inspections, non-emergency/non-urgent work orders and regular certifications. SHA utilized this opportunity to develop innovative alternatives to many activities. For example, in 2020 SHA implemented remote income verification for interim certifications which was subsequently used to develop strategies for remote and streamlined income verification for annual certifications in 2021.

Ongoing MTW activities in 2020

SHA has 15 continuously approved MTW activities with about 120 related strategies. These existing MTW activities continued to provide SHA with flexibility to meet the goals of the MTW

demonstration in 2020: cost effectiveness, housing choice and self-sufficiency. As with any year, but was starkly made evident in 2020, the outcomes of many of SHA's MTW activities and strategies are dependent on factors outside of SHA's control. This can be seen in many of the self-sufficiency metrics, as some SHA residents and participants experienced reductions in income due to job loss or reduction in hours which was reflected in lower than average graduations from housing subsidy and job placements through JobLink, for example.

The following are highlights of some of the quantifiable impacts of these activities during 2020:

Cost effectiveness

- SHA saved 3,361 hours through local rent policies.
- SHA leveraged nearly \$8.9 million in service dollars through project-based and special purpose housing partnerships.
- Water and electricity conservation policies collectively saved nearly \$2.5 million in utility costs.

Housing choice

- 177 high-risk households were able to move into agency units to receive supportive services.
- 401 individuals received supportive care in the respite program, operated by Harborview Medical Center, through a unique partnership at SHA's Jefferson Terrace.
- Nine households were newly enrolled in Home from School, resulting in a total of 64 households being able to stay stably housed and their children enrolled in their same school, Bailey Gatzert Elementary, through this program since 2016.

Self-sufficiency

- 762 individuals participated in JobLink programs in 2020, despite having to engage in many services remotely.
- The average household income of households in HOPE VI communities was \$20,142 in 2020 and 60% of those households received their primary source of income from wages.
- Six households graduated from housing subsidy in 2020.

Additionally, in 2020, SHA was able to take advantage of already existing MTW activities and the benefits under the MTW single-fund flexibility to shift funds as needed to provide critical supplemental supports to residents during the pandemic. As of November 2020, SHA had identified and expended over \$9 million to respond to the pandemic, through savings from actions such as administrative streamlining and leveraging funds through community partnerships and CARES Act funds. Examples of strategies taken to support staff and residents throughout 2020 included:

- Sourcing and distributing masks to SHA staff and residents.
- Prioritizing internet connectivity and wi-fi installation at SHA owned and managed buildings.
- Leveraging funds to increase behavioral health supports for residents.
- Increasing the capacity of many staff to work remotely, enabling SHA to meet operational needs as much as possible while minimizing the number of staff on site to protect the safety of those who needed to be there.