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**Seattle Housing Authority**  
**2021 ANNUAL REPORT**



# 2021

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.

**37,600** Individuals served

**18,931** Households served

**8,497** Tenant-based vouchers

**8,236** SHA owned/managed units

**3,252** Collaborative housing units

**364** SHA locations

A place to live,  
a place to grow



Photo: Mithun

**On the cover:** A mother and daughter share an intimate moment at Yesler.

**Read the interactive digital report:** Many of the stories in the electronic interactive version of the 2021 Annual Report contain links to additional information. To view this report online, go to [seattlehousing.org/annual-reports](https://seattlehousing.org/annual-reports).



# FROM THE **EXECUTIVE DIRECTOR**



As I reflect on 2021, what stands out for me from this roller coaster of a second year of the Covid-19 pandemic is the continuity of operation, service and focus on the future that we were able to maintain at the Seattle Housing Authority. We did not do this alone.

You will read in the pages of this report about the organizations – public, nonprofit and private – who teamed up to help us ensure the well-being of the people we serve, from vaccinations to diapers to rent relief and more. SHA is deeply grateful to be part of a larger, caring community.

In addition to continuing our operations and services, we remained mindful of future needs and forged ahead with plans to increase maintenance, upgrade, rebuild and build affordable housing. This would not have been possible without financing partners.

Ironically, 2021 was in many ways harder for those we serve than the first year of the pandemic. In 2021 hopes were raised and dashed that Covid was waning. That wasn't expected and was hard to take. Our tenants had to cope with persisting economic challenges and continuing isolation as social, school and community gatherings remained on hold. Working with partners, SHA was able to provide support, but the tension took its toll and we saw an increase in the number of residents who suffered a moderate to serious mental or behavioral health crisis.

Our employees were amazing and remained as dedicated as ever. But they were not immune to pandemic-driven changes in their work and family lives. In 2021, SHA initiated periodic Staff Wellness Days to give our staff a day off to rest and rejuvenate. We extended special Covid-related leave and instituted more flexible policies, remote work and staggered start times to help staff adjust schedules to take care of family and personal needs. We appreciate the cooperation of the unions that worked with us regarding represented staff.

Through all of this, we challenged ourselves to do even more to advance race and social justice. We expanded participation in our Race and Social Justice Initiative Committee meetings, hosted more than 100 Affinity Group discussions for staff to talk about racism and other forms of discrimination, and added professionally facilitated trainings. We made **Juneteenth an official annual holiday** to acknowledge racism in our history and current systems. We provided tenants, stakeholders and staff with information, resources and stories to lift up people of color. Toward the end of the year, we began planning for our next five-year Strategic Plan and established a formal process to ensure it will be underpinned by our race and social justice values. The fight for justice is not over, and we will continue our work as an agency and as part of a greater community to achieve equity for all people.

I want to thank our staff, Board of Commissioners and everyone who partnered with us in 2021 and beyond to help people improve their lives. Together we are building strong, sustainable communities.

A handwritten signature in black ink, appearing to read 'Rodrick C. Brandon'. The signature is stylized and written in a cursive-like font.

Rodrick C. Brandon

# BUILDING FOR THE FUTURE

The Seattle Housing Authority continually seeks ways to renovate older housing, replace housing that can no longer be kept up through maintenance and repairs, and add new affordable housing units as opportunities arise. In 2021, SHA began planning, broke ground and reached milestones on exciting projects at several communities.

## Out of the ashes: A new Lam Bow

In 2016 a **three-alarm fire** destroyed one of two older buildings at the West Seattle Lam Bow Apartments. Miraculously no one was injured. After considering its options, arranging financing and obtaining permits, SHA broke ground on a new 82-unit affordable-housing complex that will replace both original buildings and add 31 more units. The redevelopment will create a sense of community by including open spaces where people can gather, and children can play. The new Lam Bow was designed for longevity and environmental sustainability and features natural lighting and enhanced energy efficient systems. All residents were provided with alternative housing after the fire and during construction, and income-qualified original residents will receive a prioritized right to return.

## Jefferson Terrace

SHA began planning for a restoration of its **largest high-rise apartment building** in order to address aging critical building systems including the roof, building envelope, plumbing and ventilation systems. In the course, improvements will be made to the property's energy efficiency, security and community spaces, including new laundry facilities and a computer lab. Four existing offices will become new apartments, increasing affordable housing at this centrally located property near Harborview Hospital.

## High Point and Rainier Vista

When SHA set out more than a decade ago to rebuild two of its large family communities, **High Point** and **Rainier Vista**, with the help of a federal HOPE VI grant, detailed master redevelopment plans spelled out exactly how many units for affordable rental and homeownership would be included. While most of the redevelopment in both communities was completed years ago and thousands of people



Lam Bow



have been enjoying their new homes and shared parks and open spaces, it was 2021 when the last of a few remaining housing and infrastructure projects concluded, marking the official completion of the redevelopment of these vibrant mixed-income communities.

### Critical safety projects

The ongoing safety of all its buildings is important to SHA even if projects aren't as noticeable or exciting as redevelopments and major renovations. In 2021, common area lighting was upgraded at 20 properties, fire alarm panels were replaced in 28 buildings and 90 fire panels were replaced at Rainier Vista. At **NewHolly**, dryer vents were cleaned to mitigate the risk of fire and a grant from the U.S. Department of Housing and Urban Development helped fund the replacement of smoke and carbon monoxide detectors in all units.

### Maintaining quality housing

Roofs were replaced at nine properties; exterior siding was applied to Bitter Lake, Montridge Arms and Pinehurst Court; exterior recladding, electrical upgrades and bath fan installations took place at Wedgwood Estates; common area flooring was installed at Phinney Terrace, Sunrise Manor and Longfellow Creek; and interior and exterior rehabilitations took place at numerous single-family homes, improving housing for larger families.

“What an absolute surprise, Mom and I got tears in our eyes, Dan did the kitchen too and put the corner guards on the walls. It just looks so beautiful, my mom and I are so happy, I want to thank both of you guys so much. Dan did a great job. Thank you so much, you have made a 92-year-old very happy.”

-A resident's daughter after her mother's carpeting was replaced with vinyl plank flooring and other modifications made to accommodate wheelchair use



Jefferson Terrace

# PROGRESS THROUGH PARTNERSHIP

## Rooted in community

The Seattle Chinatown International District Preservation and Development Authority and Community Roots Housing began construction of **Yesler Family Housing** which will feature 156 affordable apartments designed for families, along with an early learning center. SHA provided the land and \$11 million toward development costs.

## Othello Square

Made possible by the discounted sale of land by SHA to a nonprofit coalition, **Othello Square** will include a mix of affordable rental and homeownership units, economic opportunity offices and other community resources. Two of the projects nearing completion in 2021 feature a charter school, medical clinic, childcare services and affordable rental housing units.

In addition to building and maintaining its own properties, the Seattle Housing Authority partners with other providers to help bring more affordable housing to the Seattle community.

## Habitat for Humanity

Habitat for Humanity Seattle-King County celebrated the opening of **Habitat 35th** in Lake City, where eight families received keys to their new eco-friendly homes. The land was acquired through a partnership with SHA and will ultimately give 16 low-income families an opportunity to own their own home. The second phase is expected to be completed in 2022. On a related note, a family who had lived in SHA housing for eight years celebrated the successful purchase of their own home in 2021 from Habitat for Humanity Seattle-King County.

## Expanding family-size housing

SHA's "Buy-Up" program enables nonprofit developers to build a greater percentage of units that meet the needs of larger families. At **Cedar Crossing** in the University District, SHA helped Bellwether Housing and Mercy Housing Northwest include 16 additional 3-bedroom units in this 254-unit affordable housing community.



Orenda at Othello Square  
Photo: Christophe, Shot2Sell/Orenda



Yesler Family Housing groundbreaking





# HOUSING CHOICE VOUCHERS

In addition to operating more than 8,200 units of owned/managed housing, SHA administers nearly 12,000 **Housing Choice Vouchers**, which enable people with low incomes to be housed with other landlords. More than 8,500 vouchers enable tenants to pay 30-40 percent of their income to rent throughout the rental market and more than 3,250 vouchers subsidize specific units managed by nonprofit providers of housing and services. SHA's Housing Choice Voucher program greatly expands affordable housing options for low-income people in Seattle.

## **Emergency Housing Vouchers**

In 2021, the federal American Rescue Plan created a \$5 billion **Emergency Housing Voucher program** to assist people experiencing or at risk of homelessness and those fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or human trafficking. The Seattle Housing Authority received 498 of the vouchers to serve eligible people who were referred through a local "continuum of care" network. SHA, along with the King County and Renton Housing Authorities, worked closely with the new King County Regional Homelessness Authority and multiple community organizations to establish a network to identify people meeting the criteria, determine eligibility, issue vouchers, and provide support in finding and leasing long-term housing.

## **Serving vulnerable populations**

Separate from the Emergency Housing Vouchers, in 2021 the U.S. Department of Housing and Urban Development provided 653 additional

"**special purpose**" vouchers to SHA to expand stable housing for homeless veterans, non-elderly adults with disabilities, homeless families with children, families who have a high risk of homelessness or housing instability and foster children at risk of homelessness.

## **Attractive to private landlords**

More than 1,500 **landlords partner** with the Seattle Housing Authority's Housing Choice Voucher program to provide homes to members of our community with low incomes. In addition to the satisfaction of knowing they are helping people, landlords have the benefit of access to an eager market of renters who are working with housing counselors, free unit inspections and consistent rent payments. A pilot program in 2021 added monetary incentives for landlords and property owners who rent to SHA Housing Choice Voucher participants, which led to successful recruitment of new landlords and boosted relationships with existing landlords.

## **Opportunity neighborhoods**

The Creating Moves to Opportunity program, an SHA partnership with Opportunity Insights and the King County Housing Authority, helps families with young children move into "opportunity neighborhoods" using a Housing Choice Voucher. Long-term academic research has shown that children growing up in neighborhoods with identified opportunity factors have significantly improved outcomes as adults. The Gates Foundation funded an extension for CMTO to enter a third study phase, with 78 families enrolled in the program.

# TRANSFORMING YESLER

With extensive community involvement, SHA developed a master plan for **redeveloping** the aging housing and infrastructure at Yesler and broke ground in 2013. By 2021 SHA had surpassed the halfway mark in replacing all of the older units for extremely low-income households, was under construction on its fifth new residential building, Hinoki, and had completed most major road, utility and infrastructure work. SHA is replacing all 561 previous units and adding nearly 1,200 more units of affordable housing, more than 3,000 market-rate apartments, new parks, gardens and open spaces, and other amenities. Two more SHA residential buildings, further private residential developments, two medical facilities and a hotel are planned.



## Private partners

The redevelopment of Yesler is funded in large part by select property sales to private developers, who commit to keeping at least a quarter of their apartments affordable on residential development. Lowe Enterprise's **Mason and Maine** and Su Development's **Yesler Towers** were under construction in 2021 and Kaiser Permanente, Mack Real Estate Group, Northwest Kidney Center, Prospera Hotels, Sustainable Living Innovations and Vulcan Real Estate had projects in varying stages of planning.

## Sustainable urban farming

The 1.5 acre **YES farm** was abuzz with youth-focused programs and volunteers tending to vegetables, edible flowers, a medicinal plant garden and beehives. Managed by the **Black Farmers Collective**, the farm has become a vital source of fresh produce as well as an inclusive healing space for the community.

## Bonding through art

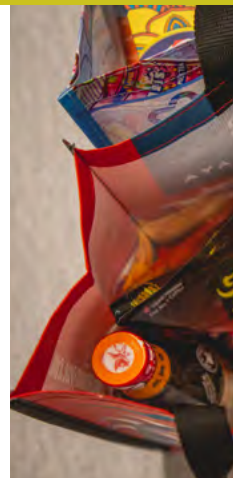
Virtual and in-person arts activities nurtured relationships and helped reduce the social isolation of the pandemic. In some cases, artists were able to identify signs of food insecurity and other issues and connect households to appropriate services. Artist Jenn Charoni hosted an intergenerational family photo album project and watercolor painting social clubs. Weekly sewing classes and fabric deliveries took place thanks to artist Malia Peoples. In collaboration with residents, artist Kristen Ramirez created a Yesler Arts guide and a Yesler Hello community newspaper that was delivered to all residents to keep them up to date on the neighborhood.

Yes Fest

Cultural care packages

Artist Charles Parrish

YES Farm







Hinoki and other construction

- In partnership with the Bureau of Fearless Ideas, artist Sumayya Diop led the **Global Girls Village**, a summer leadership program for middle and high school-aged girls, offering writing, dancing and musical activities.
- **Path with Art** hosted art workshops for seniors to socialize with each other and create self-portraits.
- The Multimedia Resource and Training Institute and the Bureau of Fearless Ideas led the **Summer Youth Media program** where youth learned how to use various forms of technology and produced **Away Forward**, a video which explored the impact of the pandemic on the Yesler community.
- Yesler youth helped plan and run a **YES Fest** event which featured live music, local food and mask ambassadors. Vendors signed residents up for Fresh Bucks, ORCA cards and other services. School supplies and backpacks were provided to families with school-aged youth.
- A **Really Free Market** supplied groceries to Yesler residents, reducing food scarcity during the pandemic.
- The **Yesler Scholars Soccer Club** offered fun physical fitness activity, with older youth holding leadership roles as assistant coaches.



Photo: Che Sehyun



Photo: Raphael Gaultier



# EDUCATION CHANGES LIVES

Recent studies have confirmed what many social scientists, educators and others have assumed for some time. A good education and access to more affluent peers and mentors play a significant role in upward mobility for children and youth living in poverty. One in ten students in Seattle Public Schools lives in SHA-assisted housing and SHA has had a long-standing **partnership** with the school district to help those students, which numbered 5,400 in 2021.

## Remote learning

To help them reach their potential, SHA education and youth specialists, Community Builders and other staff worked closely with Seattle Public School's Remote Learning Task Force, conducting monthly check-ins with counselors, social workers, PTSA and SPS educators, and helping keep families informed of rapidly changing learning circumstances. SHA was engaged in a redesign of the SPS website, addressing language, culture, learning style and digital equity issues for SHA scholars. In-person learning resources were developed, School Reopening Information sessions were hosted, and assistance was provided for school enrollment, kindergarten registration and participation in the **Seattle Promise program**.

## Home from School

To reduce the number of homeless students at Bailey Gatzert Elementary School, SHA developed the **Home from School program** to permanently house homeless families with children in the school in the surrounding enrollment area for Bailey Gatzert. In the 2020-2021 school year, nine additional homeless families received housing, bringing the total to 39 families.

## Washington Service Corps grant

SHA brought on three new full-time **AmeriCorps Youth Connector** volunteers to help youth develop job skills and attain educational goals.

## Mentoring

SHA's Youth Engagement Specialists and College Navigators help middle and high school students pursue academic goals and become community leaders. A new virtual college readiness program







## Graduation

helped students apply for financial assistance and scholarships, complete college applications and transition into higher education. Academic and emotional wellness check-ins kept families informed about COVID-19 vaccination clinics, spring break activities, University of Washington's STEMsub and Upward Bound programs, cyber security awareness training, Families of Color Seattle sessions, Chief Sealth Learning Lab, Summer Youth Employment Program internships, Seattle Public Library programs, free tutoring sessions and other resources. This academic support opens doors to greater self-sufficiency and helps students chart a positive course in life.

- Fourth and fifth graders at SHA took part in The Seattle Public Library's **Global Reading Challenge** which encourages children to have fun and enjoy reading.
- Youth participated in **paid summer internship** programs with SHA, SafeFutures, Seattle Parks and Recreation, Seattle Youth Employment Program and The Seattle Public Library, gaining hands-on experience while developing professional connections.
- Young people at SHA's High Point, NewHolly and Rainier Vista communities took part in arts, cooking, dance, sports, self-defense and other activities through the Delridge Neighborhood Development Association's **summer youth program**.
- Rainier Vista's **Back to School Fair** attracted 1,200 people. Students received free backpacks, school supplies, haircuts and other school-readiness support.
- Yesler's boxing sessions, Girls Empowerment Group and Youth Scholar Summer program offered **fitness, fun and leadership** opportunities to young residents.
- A partnership with Bank of America provided **free virtual financial sessions** to SHA families.



Photo: City of Seattle

# WHERE HEALTH AND HOUSING INTERSECT

The Seattle Housing Authority is committed to providing residents with opportunities to improve their lives and good health is an essential part of that. SHA offers many health-building activities and **collaborates with health-related partners** to provide services and resources.

## SHA vaccination clinics

Thanks to Seattle Fire Department mobile teams, Public Health–Seattle & King County, the Washington State Department of Health, Neighborhood House and others, more than 5,400 COVID-19 vaccinations were provided at on-site SHA clinics.

## Oral health

SHA partnered with the University of Washington to study the connection food insecurity has to dental and mental health disparities among low-income older adults. Researchers offered free oral examinations to SHA residents at select properties and referred residents who lack dental coverage and have acute dental needs to the UW School of Dentistry for treatment.

## UnitedHealthcare

A collaboration between SHA, the King County Housing Authority and **UnitedHealthcare's Community Catalyst program** is under development. UHC is investing in multi-sector partnerships in several regions of the country to develop health interventions that are data-driven and tailored to meet local needs. Linking health and housing data will help produce unique insights into health patterns and inequities among low-income residents, including Black, Indigenous and People of Color. That data is intended to drive meaningful action to address the health gaps that are identified.

## Improving children's health

To better understand the impacts of Housing Choice Voucher assistance on children's health care, the National Institutes of Health is funding a Johns Hopkins University research project that includes SHA, the King County Housing Authority and Public Health–Seattle & King County. The study will review the relationship between the receipt of a Housing Choice Voucher and children's health care outcomes, including whether the household's voucher correlates with increased Medicaid enrollment and well-child visits, and reduced hospitalizations and emergency department visits. Children still on the HCV waitlist will serve as the comparison group.

## Heat safety

During an extreme heat wave in 2021, community rooms in SHA buildings were used as emergency cooling centers and staff conducted resident wellness checks, providing resources to those in need.

## Health activities

- More than 600 people attended **health fairs** at Rainier Vista and NewHolly.
- A weekly Vietnamese **Senior Walking Group** was formed at High Point.
- More than 200 SHA employees participated in **First Aid and CPR training**.



# MAKING DIGITAL SERVICES **CONVENIENT AND ACCESSIBLE** TO ALL

To make doing business with SHA more convenient and secure for those we serve, SHA is enabling many formerly in-person or mail-only transactions to be conducted conveniently and securely 24/7 online. Recognizing that many people, especially those who are low-income do not have the service, devices and skills to access the internet, SHA has developed a robust digital equity program to help tenants overcome those barriers and be able to conduct business, access medical care and other services, conduct banking, obtain jobs, take advantage of educational opportunities and much more in life.

## **Digital Navigators program expanded**

In 2021, the Washington State Department of Commerce Broadband Office selected SHA to receive a **\$1.8 million grant** to expand its **Digital Navigators pilot** at Yesler, a partnership with the **Multimedia Resources and Training Institute** and City of Seattle to help individuals and families build digital skills and gain access to critical online services. The new state grant gave SHA the means to hire more digital navigators, purchase laptops and provide skills training for thousands more residents throughout SHA during the first half of 2022.

## **Digital Equity leadership**

As SHA's commitment to closing the digital divide for low-income and Black, Indigenous and People of Color residents grew, SHA created a new Digital Equity Coordinator position to focus on the development of programs and partnerships to bring free or low-cost internet service, devices and skills training to residents.

## **Introduction of the SHA Portal**

As part of improved digital customer service, SHA developed the web-based **SHA Portal**. Tenants, voucher landlords and applicants will be able to conduct most business with SHA simply by logging into this convenient, secure feature on the main SHA website.

## **Tenant Alert System**

A new SHA **CodeRED Tenant Alert System** enables SHA to rapidly text, email and call select groups or all tenants with urgent and emergency information that could range from notifying residents of an

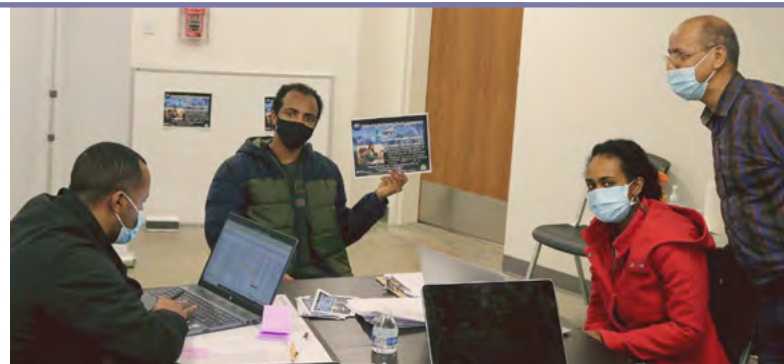


Photo: Multimedia Resources and Training Institute

SHA building about an elevator outage to messages alerting entire communities about a life-threatening situation.

## **Housing Service Center digital upgrades**

SHA's Housing Service Center made digital upgrades that improve the assistance Housing Counselors provide to tenants, applicants and other visitors. A new **online appointment scheduling system** means more precise timing and less waiting to talk with a counselor. Check-in kiosks and a status board help smooth the process of signing-in and being in the queue for walk-in visitors. Digital upgrades were made to resident and youth computer labs.

“As a young person from the community, I try as much to help my community reach high standards. My goal is for them to be capable of doing their daily activities independently without worrying about having access to resources.”

-Said Mohammed, Digital Navigator

# CONNECTED COMMUNITIES

# STRONG COMMUNITIES

## EQUAL

SHA invests in a wide range of programs and partnerships to ensure that the best of being a community, and finding support in community, is part of every SHA resident's experience. This includes helping residents of all ages, abilities and backgrounds with meeting basic needs, activities to increase well-being and opportunities to engage with each other and have a sense of belonging.

### Getting through the pandemic together

In partnership with United Way of King County, Rainier Valley Food Bank, Westside Baby and other community organizations, nearly 96,000 meals and 310,000 diapers were delivered to residents, along with thousands of bags of groceries, face coverings, household and educational supplies. SHA staff conducted tenant wellness calls, conducted a wellness survey and responded to more than 21,000 messages submitted to SHA's helpline, helping to connect those in need to services and resources.

### Celebrating Black History Month

The Sounders FC, OL Reign and the Seattle Storm collaborated on a video, under the theme "Be Inspired", that was incorporated into SHA's **Black History Month** programming and the RAVE Foundation partnered with Good Sports, MLS

WORKS and the Northwest African American Museum on a **Books & Balls** event, distributing soccer balls, basketballs and other training equipment to youth in High Point, NewHolly and Yesler communities.

### NewHolly resident leaves generous bequest

In 2000, **Agnes Marie Roche** bought a home in SHA's NewHolly community to be closer to many of the immigrant families she had mentored and befriended. As part of her estate Agnes left \$150,000 to SHA's NewHolly Community Builders program to support the community she loved and lived in.

### Soccer is coming to NewHolly

After sponsoring a hugely popular community soccer field at Yesler, the Sounders FC's **RAVE Foundation** announced that the central park at



Photo: Seattle Department of Transportation



NewHolly was their choice for another community soccer field where play is always free to the community. SHA readily agreed and committed the land and the RAVE Foundation, with help from generous partners and donors, will build two community soccer fields with seating areas and resurface an adjacent basketball court.

### Generosity of neighbors

The **Rainier Vista** Neighborhood Fund Committee raised more than \$50,000 for 28 SHA households who were facing financial difficulties during the pandemic. The recipients were overwhelmed with gratitude for this generous act made by their neighbors.

### Community activities

- More than 300 High Point neighbors celebrated a **Tree Lighting and Food Give Away** event.
- 200 residents attended High Point's **Fall Harvest Fest**.
- Rainier Vista residents participated in **Solid Ground's Cooking Matters** workshop series.
- **Free books**, including translated versions, were given to residents at numerous communities.
- **Hundreds of plants** were distributed at Earth Day celebrations.

- **Bikes, and gear and repair services** were provided free of charge by community partners.
- **Community Virtual Teatimes** for Cambodian, Somali and Vietnamese residents enabled neighbors to safely connect during the pandemic.
- **Women's History Month, Khmer New Year, Lunar New Year** and other celebrations brought residents of many communities together.
- Hundreds of residents received **free tickets** to the Chihuly Garden and Glass Museum, Woodland Park Zoo, Seattle Aquarium and other community attractions.
- A free **mini pantry**, stocked with extra food from food bank deliveries, including food for pets, was established at Denny Terrace and staffed by community volunteers.

## Additional partners

SHA is grateful to many other community members and organizations who helped with hunger relief, back to school efforts and so much more including:

**Asian Counseling and Referral Service**

**Black Farmers Collective and YES Farm**

**City Fruit**

**Farmer Frog**

**Modest Family Solutions**

**Northwest Harvest**

**Rainier Vista Mutual Aid Neighborhood Group**

**Seattle Public Schools**

**Wasat's Neighborly Needs Project**

**YWCA**



# JOB LINK

SHA's **JobLink** program is core to helping tenants who are able to work obtain greater financial independence. In 2021, more than 650 tenants were active in JobLink, receiving assistance with finding a job, getting a better job, enrolling in training and education or starting a small business.

## Young adults starting out

Approximately 50 percent of young adults with **Family Unification Program** vouchers were enrolled in JobLink and working with career coaches to further their education and obtain jobs.

## Adapting to the level of need

To meet the needs of more people at various points in their self-sufficiency journey, SHA established a program to offer a flexible range of services from light guidance to intensive support for tenants who experience repeated job loss, have difficulty accessing resources or require crisis navigation.

## Public health interns

JobLink worked with SHA's **Community Services Division** to add four **Section 3** internships providing support to SHA residents with COVID-related needs. Three of the interns were placed at Lake City, NewHolly and Rainier Vista for public-health focused community building projects and other activities.

## Bringing internet to former foster youth

In partnership with the **Seattle Jobs Initiative**, JobLink gave 35 laptops and one year of free Wi-Fi service to former foster youth participants, providing them with a greater ability to look for work, participate in educational opportunities and connect to resources.

## Success story

Mekiala enrolled in JobLink while pursuing her Bachelor of Science Degree in Information Technology at the University of Washington. Facing challenges in the job market due to lack of work experience, she worked closely with her SHA career coach and successfully secured a permanent position as an IT Technician.

# ENVIRONMENTAL STEWARDSHIP

SHA takes inventive approaches to complex **environmental challenges** to address climate change and create healthier, more sustainable working and living environments within the SHA and broader community.

## Taking action in communities

**Yesler:** Grants from Seattle City Light's Green Up and Exemplary Building Programs are enhancing two new SHA residential buildings, bringing solar power to Hinoki and greater energy efficiency to Sawara.

**Bayview Tower:** The U.S. Department of Energy **supported the installation of** a cutting-edge, energy efficient heat pump water heater making this SHA building a national test model for reduction of carbon emissions and energy use in water heating.

**Montridge Arms:** A **RainWise** green stormwater system was installed to reduce stormwater runoff.

**Longfellow Creek Apartments:** A pilot project is helping to limit plastic contaminations in food waste.

## Reducing vehicle emissions

- Seattle's Orca Opportunity program is providing **free unlimited public transit for 2,000 SHA residents**.
- SHA implemented an **anti-idling policy to reduce emissions of its fleet**.
- **Software updates in SHA's waste collection system** are increasing the efficiency of the driver's routes.
- **Used electric vehicles were purchased** as part of the agency's motor pool electrification.

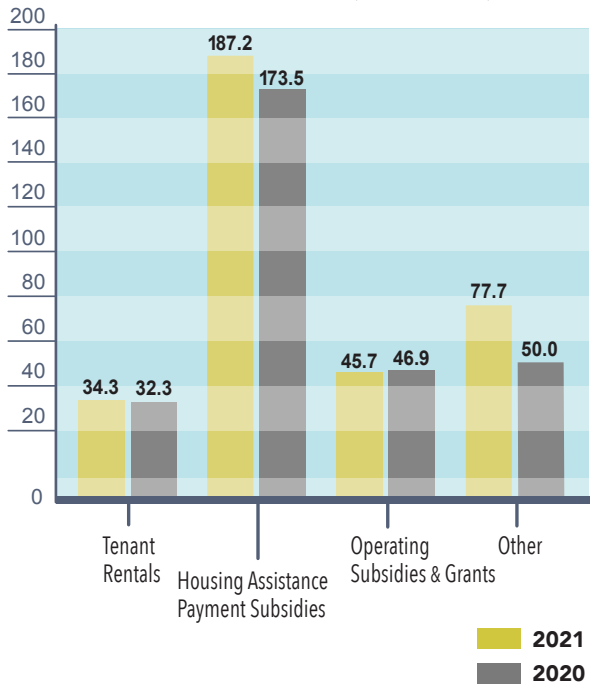




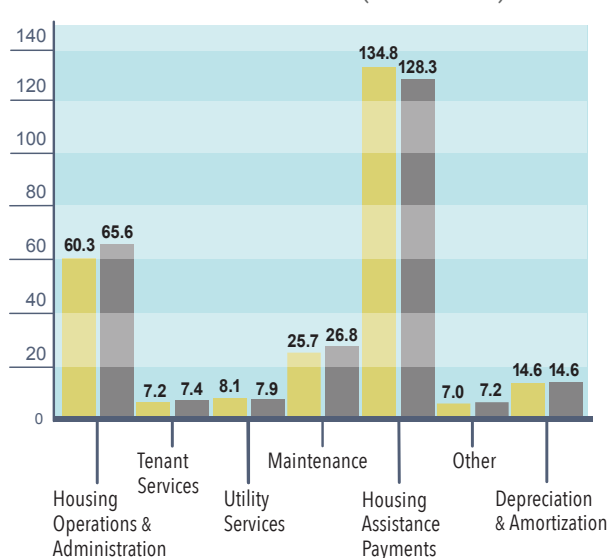
# FINANCIAL HIGHLIGHTS

During 2021, the Seattle Housing Authority increased total net position by \$91.0 million or approximately 92 percent which was a result of increased operating subsidies from HUD for the Housing Choice Voucher program and continued strong land sales at Yesler Terrace which more than doubled compared to 2020. Operating revenues of \$345.0 million increased 14.0 percent, while operating expenses, at \$257.7 million, were slightly lower in 2021 primarily as a result of a decrease in the pension related expenses in 2021.

## OPERATING REVENUE (in millions)



## OPERATING EXPENSES (in millions)



## REVENUES, CONTRIBUTIONS, EXPENSES AND CHANGE IN NET POSITION

for the year ended December 31, 2021

|  | SHA Totals            | Tax Credit Partnership Totals |
|--|-----------------------|-------------------------------|
| <b>REVENUES and CONTRIBUTIONS</b>              |                       |                               |
| Tenant rentals and sales                       | \$ 34,327,236         | \$ 38,005,425                 |
| Housing assistance payment subsidies           | 187,239,208           | —                             |
| Operating subsidies and grants                 | 45,714,581            | —                             |
| Interest income                                | 2,653,363             | 12,667                        |
| Capital contributions                          | 11,283,378            | 4,157,071                     |
| Other  | 77,648,023            | 1,619,931                     |
| <b>Total revenue and contributions</b>         | <b>358,892,789</b>    | <b>43,795,094</b>             |
| <b>EXPENSES</b>                                |                       |                               |
| Housing operations and administration          | 60,264,333            | 8,984,211                     |
| Tenant services                                | 7,217,838             | —                             |
| Utility services                               | 8,090,097             | 6,343,857                     |
| Maintenance                                    | 25,689,903            | 8,667,815                     |
| Housing assistance payments                    | 134,773,828           | —                             |
| Interest expense                               | 5,696,685             | 8,908,617                     |
| Change in fair value of investments            | 52,702                | (708,696)                     |
| Disposition of assets                          | 5,050,414             | —                             |
| Depreciation and amortization                  | 14,631,694            | 14,817,384                    |
| Other  | 6,466,599             | 3,195,403                     |
| <b>Total expenses</b>                          | <b>267,934,093</b>    | <b>50,208,591</b>             |
| Change in net position                         | 90,958,696            | (6,413,497)                   |
| <b>Total net position at beginning of year</b> | <b>726,437,506</b>    | <b>100,230,155</b>            |
| <b>Total net position at end of year</b>       | <b>\$ 817,396,202</b> | <b>\$ 93,816,658</b>          |

## STATEMENT OF NET POSITION

December 31, 2021

| <b>ASSETS and DEFERRED OUTFLOWS</b>                                      |                         |                       |
|--|-------------------------|-----------------------|
| Cash equivalents and investments   | \$ 199,031,714          | \$ 84,335,660         |
| Accounts receivable  | 29,778,687              | 2,807,688             |
| Inventory and prepaid items  | 1,119,826               | 1,375,113             |
| Restricted investments   | 146,642,557             | 21,067,308            |
| Assets held for sale   | 771,177                 | —                     |
| Other  | 49,238,367              | 8,242,754             |
| Capital assets, net of depreciation                                      | 507,938,342             | 498,355,045           |
| Notes receivable   | 267,424,390             | —                     |
| <b>Total assets</b>  | <b>1,201,945,060</b>    | <b>616,183,568</b>    |
| Deferred outflows  | 5,487,144               | —                     |
| <b>Total assets and deferred outflows of resources</b>                   | <b>\$ 1,207,432,204</b> | <b>\$ 616,183,568</b> |
| <b>LIABILITIES</b>   |                         |                       |
| Accounts payable   | \$ 9,454,903            | \$ 54,762,436         |
| Accrued liabilities  | 6,834,436               | 4,118,966             |
| Short-term borrowings  | —                       | 93,600                |
| Security deposits  | 1,767,852               | 1,380,078             |
| Unearned revenue   | 97,858,458              | 201,569               |
| Long-term debt   | 225,144,285             | 461,403,716           |
| Accrued compensated absences   | 3,680,862               | 406,545               |
| Net OPEB and pension liabilities   | 5,332,497               | —                     |
| <b>Total liabilities</b>   | <b>350,073,293</b>      | <b>522,366,910</b>    |
| Deferred inflows of resources  | 39,962,709              | —                     |
| <b>Total liabilities and deferred inflows of resources</b>               | <b>390,036,002</b>      | <b>522,366,910</b>    |
| <b>Net assets</b>  | <b>291,254,190</b>      | <b>106,165,886</b>    |
| Investment in capital assets, net of related debt                        | 176,407,026             | 30,837,311            |
| Restricted for debt service and other purposes                           | 349,734,986             | (43,186,539)          |
| Unrestricted   | <b>817,396,202</b>      | <b>93,816,658</b>     |
| <b>Total net position</b>  |                         |                       |
| <b>Total liabilities, deferred inflows of resources and net position</b> | <b>\$ 1,207,432,204</b> | <b>\$ 616,183,568</b> |

# BOARD OF COMMISSIONERS

## Retiring SHA Executive Director receives civic honors

After 47 years of public service, 17 of them with SHA, Andrew Lofton, Executive Director of the Seattle Housing Authority **retired** on May 6, 2021. Andrew received **two significant tributes** recognizing him for his dedication and accomplishments - the 2021 Carla Okigwe Lifetime Achievement Award from the Housing Development Consortium and a declaration by the Mayor and Seattle City Council making May 7, 2021 Andrew Lofton Day.

## New Executive Director appointed

The SHA Board of Commissioners named **Rod Brandon** to replace Andrew as Executive Director. Rod had served as SHA's Director of Housing Operations since 2010, leading the agency's largest department.

## New commissioner

**Rita Howard** was appointed to one of two SHA resident positions on the SHA Board of Commissioners.



Paul Purcell,  
Chair

Gerald Smiley,  
Vice Chair

Deborah  
Canavan Thiele

Robert  
Crutchfield

Paula L.  
Houston, Ed.D.

Rita Howard

Twyla Minor

## FROM THE BOARD CHAIR

Providing affordable quality housing and services to more than 37,000 people in our city is challenging at any time. The ongoing pandemic has meant continuous adaptations to how the Seattle Housing Authority best meets the needs of those we serve.

The Board of Commissioners is appreciative of the hard work and dedication of SHA's leadership and staff to meet the multiple challenges of this year, finding ways to safely deliver our services and grow and enhance the organization.

Over the year, we were able to move forward with essential projects and programs from large development projects to small programmatic activities that make a big difference in the lives of individuals living in our communities.

SHA continued our efforts to be leaders in the state and in the country in the provision of quality affordable housing including essential work on initiatives that underpin our basic values, strengthening our work on anti-racism, social justice and environmental stewardship.

We are pleased that this report reflects an agency that is in a sound financial position, has an excellent staff and engages in collaborations and partnerships to benefit our tenants and community.

All of us on the Board of Commissioners are proud to support the mission of the Seattle Housing Authority to provide quality affordable housing and services and to help people with low incomes meet basic needs and lead full, productive lives. We are most grateful for our staff who work tirelessly every day to make this city and our communities great places to live.

Paul Purcell





## 2021 **EXECUTIVE STAFF**

**Rod Brandon**, *Executive Director*

**Anne Fiske Zuniga**, *Deputy Executive Director*

**Kerry Coughlin**, *Director of Communications*

**Jared Cummer**, *Director of Housing Finance  
and Asset Management*

**Terry Galiney**, *Director of Development*

**Alice Kimbowa**, *Director of Rental  
Assistance Programs*

**Andria Lazaga**, *Director of Policy  
and Strategic Initiatives*

**Charles Lind**, *General Counsel*

**Steve McDowell**, *Chief Information Officer*

**Marc Nilsen**, *Director of Human Resources*

**Dave Wellings**, *Director of Housing Operations*

**Lisa Wolters**, *Director of Intergovernmental  
Relations*

**Shelly Yapp**, *Chief Financial Officer*



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