

Seattle Housing Authority
2025 Annual Report

2025



Created in collaboration with Jackson Park Village residents, this mural design by artist Natalia Sotelo reflects the community's vision for the site's redevelopment.

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.

37,589

Individuals served

18,368

Households served

8,115

Tenant-based vouchers

376

SHA locations

3,504

Collaborative housing units

8,636

SHA owned/managed units

From the Executive Director

Seattle continues to change. Meeting the needs of the more than 37,500 tenants the Seattle Housing Authority serves — and others seeking affordable housing — has required us to adapt and expand how we support people.

That is why we moved key redevelopments forward, improved the everyday work that helps maintain stable housing and continued to provide services that meet tenants' needs beyond a place to live.

Across Seattle, we saw significant progress take shape in several communities. The opening of Juniper, the last residential building slated in the redevelopment of Yesler, fulfills a vision of transforming Yesler Terrace into a thriving mixed-income community. It's an example of what long-term community-driven investment can achieve.

At Northgate, we continued work on a redevelopment that will bring hundreds of new affordable homes to a rapidly changing part of the city. When complete, it will offer new opportunities to live near transit, services and jobs.

We moved forward with a redevelopment plan for Jackson Park that will replace aging housing with modern energy-efficient homes for former and future residents. Conversations with residents helped shape the vision

for what this neighborhood can be. Their input led SHA to adjust timelines to reduce disruption and add design elements that support connection and gathering.

We continued to support tenants in ways that make daily life a little easier — providing job search and education opportunities, digital access and skills training, connections to essential resources and community activities that create a sense of belonging.

That same commitment guided our response to changes at the federal level, making sure people understood how those shifts affected housing, food and other programs tenants rely on. We also raised awareness among federal, state and local officials about the critical importance of protecting affordable housing and the services that help families stay stable.

I'm grateful to our staff and our partners for the work they do each day, and to our Board of Commissioners for their guidance as we continue working to meet Seattle's housing needs.



Rodrick C. Brandon



The people SHA serves

28%

children under 18

8%

young adults 18 to 23

38%

adults 24 to 61

22%

seniors age 62+

25%

people with disabilities



Rising to meet Seattle's housing needs

The Seattle Housing Authority advances housing preservation by renovating aging buildings, redeveloping properties that can no longer be maintained and creating new homes when feasible. This work protects existing housing and helps ensure long-term affordability for residents across Seattle.

Investing in scarce family-sized housing

The First A.M.E. Housing Association **broke ground** on Phase II of the Bryant Manor redevelopment in Seattle's Central District. SHA invested \$2.3 million to increase the number of three-bedroom apartments in the 244-unit building, addressing the shortage of larger family-sized homes and helping families remain rooted in a neighborhood with deep cultural and historic significance.



SHA staff participate in the Bryant Manor groundbreaking ceremony.

photo: Lotus Partners Development, LLC

Jackson Park Village

The **Jackson Park Village redevelopment** reached a major milestone as design work wrapped up, paving the way for construction to begin. Under new affordable housing legislation, SHA worked closely with the City to secure building permits in a record seven months, accelerating progress on bringing low-income, family-sized housing to Northeast Seattle.

Northgate Commons

Northgate Commons is an 8.5-acre redevelopment that will add up to 1,400 new homes in a walkable, transit-oriented neighborhood next to the Northgate Light Rail Station. Supported by an investment from the City of Seattle, the project will more than double the affordable housing previously on the site and expand access to jobs, education and essential services.



Future vision for Jackson Park Village.

Jackson Park Village redevelopment highlights

100

new homes, replacing
41 original units

57

two-bedroom units

33

three-bedroom units

10

four-bedroom units

SHA improved operations and deepened coordination across teams, adopting innovative approaches that enhance how we serve households.

Accelerating affordable housing access

The Admissions team helped applicants navigate the application process, connected people with resources and conducted detailed interviews to confirm eligibility. They also provided property management with approved applicants, helping more people move quickly into the Low-Income Public Housing and the Seattle Senior Housing Program.

Strengthening rent collections

SHA's cumulative 2025 rent-collection rate was 97 percent. Property management teams increased collection efforts and worked closely with residents to help them remain stably housed, offering personalized support, service referrals and flexible payment options for those facing financial challenges. By partnering with community providers and engaging residents early, SHA helps households navigate difficulties and stay connected to the resources they need.

Admissions and waitlist activity

140+

waiting lists managed

5,225

households on waiting lists

3,480

households selected from waiting lists

1,054

households approved for housing

Essential work that preserves housing

Maintenance may not attract the same attention as new construction, but it remains the backbone of stable, healthy housing. Through repairs, upgrades and preventive work, buildings are protected and homes stay safe and functional for years to come.

Shaping capital priorities

SHA saw increased participation as staff across the agency submitted more than \$120 million in capital planning requests. This engagement helped shape future planning and guide investments that improve stability and quality of life for the people SHA serves.

Four national awards for innovation

The National Association of Housing and Redevelopment Officials honored SHA with four **Community Innovation Awards of Merit**, recognizing the agency's creative approaches to improving resident services and operational efficiency.



"I wanted to thank you for the work that has been done since you came and listened to the residents here. A lot of them have told me about little things that have been fixed that really made a difference to them and their homes."

– Mary, SHA resident

Housing Maintenance Services highlights

675

vacated units repaired and prepared for new residents

283,000

labor hours dedicated to preserving and improving homes

73,750

maintenance work orders completed

The **transformation of Yesler** has unfolded over more than a decade, shaped by residents, community partners and a shared commitment to long-term affordability. The 30-acre site is now a vibrant, mixed-income neighborhood that honors its history while offering new homes, expanded parks, public art and opportunities for residents to connect and thrive.



Juniper opens, completing SHA's redevelopment at Yesler

We marked a major milestone at Yesler with the opening of **Juniper**, the seventh and final low-income apartment building in SHA's redevelopment. The 114 new homes offer modern, energy-efficient apartments with convenient access to transit, parks and community resources.

A lasting commitment to Yesler's youth

The **Yesler Legacy Commitment** – an innovative partnership between SHA, Seattle University and the Seattle Foundation – launched with more than \$500,000 in annual funding. An associate director was hired to lead the work and form the Yesler Community Services Committee, which includes resident leaders. Investments in four youth-serving organizations provided academic enrichment, leadership development and technology programs. SU's Youth Initiative also expanded mentorship and cradle-to-career support at nearby schools, and the first cohort of

Change Makers graduated high school, with three students enrolling at SU on full scholarships. Nearly 1,500 children and youth benefited from consistent, high-quality programs that reflect the priorities of Yesler residents.

Young Yesler poet transforms a park

An **art installation** at the Block 7 Pocket Park centers around two stanzas of an original poem written by Yasmin, a young scholar from Yesler, translated into six languages. Her poem reflects on growing up in the neighborhood and expresses hope for the future. Inspired by the ghazal tradition and etched into the landscape, the piece honors the many voices that shape Yesler, while the surrounding seating offers space to gather, share stories or simply pause and reflect.



Yesler redevelopment highlights

+580
new units replaced
the original 561 Yesler
Terrace units

+1,100
affordable workforce
housing units opened

+2,000
market-rate rental
apartments added

+81
new tax credit
units added



Advancing housing stability so people can flourish

SHA administers nearly 12,000 **Housing Choice Vouchers**, helping households with low incomes access stable, affordable homes in Seattle's private rental market. The program is a foundation of housing stability, supported by a dedicated team that expands opportunities for the city's most vulnerable residents.

Expanding rental options

To build a more engaged network of housing providers, SHA offered monthly Housing Provider Orientation sessions that guided hundreds of landlords through the voucher leasing process and available support. SHA also partnered with the King County and Tacoma housing authorities to host the annual Landlord Symposium on rental laws, voucher leasing, mitigation funds and more.

A collaborative approach to housing

SHA recognizes that stable housing is essential yet often out of reach for people transitioning out of incarceration. To help meet this need, SHA launched a **Reintegration Housing pilot** to provide housing stability coupled with peer mentorship, education, training, employment and connection to community resources. In partnership with the Black Prisoners' Caucus Community Group, the Freedom Project and other agencies, 29 households enrolled in 2025, with 16 already fully leased.

Linking households to vital services

Throughout the year, workshops and resource fairs connected voucher participants with job search, education, healthcare, transportation and other services. Free mediation services also supported stability by helping tenants resolve conflicts with landlords and improve communication.

Connecting families to neighborhoods where children thrive

Neighborhoods shape the daily experiences of families, from access to parks and transit to the learning opportunities available to children. Through SHA's **Creating Moves to Opportunity** initiative, families with young children were able to move to neighborhoods with strong community resources and educational opportunities that better supported their needs.



Community members participate in an HCV resource fair.

A renewed sense of hope

One of SHA's Reintegration Housing participants secured his first apartment after twenty years of homelessness and following his release from incarceration. When he stepped into his new home, he paused, overcome with emotion, and shared that it was the first time in years he had felt human and truly supported, marking a meaningful new beginning and a chance to rebuild his life.

HCV engagement highlights

235

landlords participated in the Landlord Symposium

60+

voucher households benefited from free mediation services

600+

voucher participants joined workshops and resource fairs

~35

landlords attended SHA's monthly orientation sessions

250+

voucher participants completed SHA Portal digital skills training



Building a greener future

photo: Raphael Gaultier

SHA integrates **environmental stewardship** into daily operations and long-term planning to create healthier, more efficient places to live and work, while advancing positive environmental outcomes across the community.

Investing in energy upgrades that improve daily life

SHA received more than one million dollars in energy reduction incentives from city and state programs, accelerating sustainability upgrades across our communities. These funds supported electrification and heat-pump installations, guided strategies to improve energy performance in large multifamily buildings, and enabled efficiency upgrades such as window replacements and elevator improvements – reducing energy use and improving residents’ living environments.

Small upgrades with big impact

Upgrading toilets across multiple properties may not be the kind of improvement most people think about, but it delivered significant water-saving benefits and advanced SHA’s goal of reducing overall water use by at least 30 percent. A new water-use tracking tool now provides better monitoring of disputed charges, water loss and utility costs. Seattle Public Utilities also issued a rebate of nearly \$80,000, which will help fund future sustainability projects.

Cultivating community stewardship

A Clean and Green Ambassadors program staffed by NewHolly residents helps maintain community spaces by reducing litter, encouraging proper waste sorting and organizing volunteer cleanup events. The program also provides residents with hands-on experience in environmental stewardship and introduces them to sustainability careers.

Expanding green space

Twenty new trees were planted across eight properties through the City’s **Trees for Neighborhoods** program, adding canopy and greenery that enhance the broader community.

Free transit access for every SHA household

For people already managing tight budgets, getting to work, school, medical care and the grocery store can be a significant burden. The SHA Transit Pass gives every resident living in SHA-owned housing a free, unlimited-use ORCA card, removing a major cost barrier to daily mobility. Most participants are working-age adults and one-third live with a disability, underscoring how essential affordable, reliable transit is for daily life. The program received NAHRO’s **Community Innovation Award** for its meaningful impact on people’s lives.



photo: City of Seattle

“This program has been a huge impact. I use the card everywhere – doctor’s appointments, grocery store, shopping, walking the dog and going to the park.”

– SHA Transit Pass participant

SHA Transit Pass highlights

1,360

ORCA cards distributed

6,649

residents participated

1,320,536

rides taken

\$3,766,027

saved in transportation costs



**Creating strong,
supportive communities**

SHA's **Education and Youth Development** team offers young people steady guidance and experiences that foster belonging, build confidence and help them shape their own path between home, school and community.

Supporting youth as they shape their futures

A blend of mentorship, leadership development, internships and personalized academic and career guidance helped young people deepen connections, give back to their communities and set purposeful goals that position them for long-term success.

The power of play

SHA recognizes that play is more than recreation – it's a foundation for learning, confidence and overall well-being. Summer and out-of-school programs created spaces where young residents could explore, build friendships and develop practical skills through sports, outdoor adventures and creative group activities.

Helping children start the school year strong

As summer wrapped up, back-to-school fairs held in communities with large youth populations drew hundreds of families. Backpacks, school supplies, health resources and other support were provided close to home, making it easier for children to begin the school year well-prepared.

Education and Youth Development highlights

3,634

youth took part in events across SHA communities, strengthening engagement and belonging

433

youth participated in SHA-led programs that support learning, growth and connection

180+

teens accessed employment, higher-education and career-readiness resources

30+

community and education partnerships expanded access to academic support and enriching opportunities



Kayaking is just one of the enriching experiences offered to youth.

Safe biking and walking improved attendance

As part of broader efforts to improve student attendance, SHA partnered with Seattle Public Schools to make the trip to school safer and more reliable. Youth participated in Safe Routes to School, Walking School Bus, Walk to School Day and Bike & Roll to School Day – initiatives that encouraged steady attendance and helped students arrive more alert, ready to learn and in a positive frame of mind.

Supporting youth through grief and loss

A Grief and Loss Conversation program offered young residents a safe, familiar space to talk about grief, build coping strategies and connect with supportive adults and peers as they navigated life after loss.

At the heart of every strong community are the people who bring others together – SHA's **Community Builders** foster meaningful relationships and connect residents to programs, resources and experiences that enrich their lives.

Lifting up resident voices

A **Resident Leadership Development Conference** equipped residents with practical tools to strengthen their voice and advocacy. Resident Action Councils expanded, interest meetings were held, new councils were formed and elections established resident leaders – giving residents meaningful ways to get involved and shape the priorities that matter most to them.

Making healthy eating affordable

Solid Ground and the Hunger Intervention Program offered cooking classes that equipped residents with practical skills to prepare healthy, balanced meals and use planning techniques that keep food costs down. SHA also connected households to **Fresh Bucks**, **FareStart's Mobile Market** and other programs that provide free or discounted produce and staples, expanding access to fresh ingredients and easing financial pressure.

Easing household strain

On-site resource events connected residents with vendors offering rent assistance, mobile phone access, health insurance enrollment and other essential services. A series of utility-assistance events provided one-on-one help applying for federal programs that lower utility bills, offer AC units or provide credits – offsetting rising household expenses and shrinking resources.

Health services that promote stable housing

Beyond financial relief, residents also benefitted from on-site health support. SHA partners with community-based providers to bring primary care, behavioral health support, case management and aging-in-place services directly into SHA communities. These partnerships make it easier for residents to stay connected to care, maintain their well-being and access support close to home.





Celebrations that brought residents together

Summer barbecues, fall festivals, winter holiday events and a wide range of cultural celebrations created welcoming moments for residents to share traditions and enjoy meaningful experiences throughout the year.

Creating easy, welcoming ways to connect

Community coffee hours and tea gatherings, breakfasts, lunches, dinners and ice cream socials offered relaxed moments for neighbors to strike up conversations and feel more at ease together.

Strengthening health through shared activities

Residents of all ages took part in yoga sessions, balance classes, walking groups, running clubs, soul line dancing and other physical activities that promoted wellness, confidence and a shared sense of motivation.



photo: Bike Works

Expanding youth access to biking

SHA's partnership with **Bike Works** brought the BikeMobile directly to SHA properties for free repairs and hands-on bike maintenance training. Through the Bikes for All program, families could apply for free bicycles, and the first Bike Rodeo distributed more than 25 bikes, 100 helmets and free personalized fittings, helping more youth gain access to safe, active transportation.

Sharing experiences that spark curiosity

Field trips to the Woodland Park Zoo, Pacific Science Center and local museums – along with community movie nights, arts activities, sewing groups and gardening workshops – gave residents fun and informative ways to enjoy time together.

Community Builders served

6,155
households

12,154
residents

3,445
youth

4,831
seniors

SHA's **Digital Equity** team meets residents where they are — offering patient, practical support that makes technology feel approachable and easier to use.

Personalized support improves online access

Tenants increasingly turn to the SHA Portal as a secure and convenient way to manage their housing needs online. With support from SHA's Digital Navigation team, 221 households took part in hands-on Portal workshops, 696 tenants created accounts and 793 began paying rent online.

Expanding digital inclusion

A City of Seattle grant helped fund a Student Video Club and a multilingual Community Ambassador Outreach program. These initiatives expanded residents' digital and audio-visual skills, connected 1,717 households to digital services, identified technology needs and boosted participation in digital training courses.

Tech training on the move

SHA partnered with Goodwill's **Digital Equity Bus** to bring free digital skills training and essential support directly to SHA communities, making access to technology easier and more convenient.

Digital Equity highlights

281

digital skills classes and workshops completed

283

free laptops and tablets distributed to tenants, including students and job seekers

3,460

appointments that provided individualized technical support to 1,831 households

700+

daily users accessed community Wi-Fi across 65 properties



“The way I see computers and how I can interact with the world has definitely changed. I feel more connected.”

– George

A resident-led approach to digital support

Free onsite computer labs give residents access to the internet, devices and hands-on digital skills development – including specialized spaces for seniors and tenants with disabilities. Residents made 2,788 visits to these labs, supported by 2,370 volunteer hours from neighbors who shared their time and expertise to help others overcome digital barriers.

Advancing health equity

Through digital health workshops, residents learned how to securely use telehealth platforms, manage their online medical records and schedule appointments, helping them feel more confident.

Partnership courses expand digital learning

Digital skills classes with Literacy Source helped participants get comfortable with everyday computer use and online navigation, while an Amazon Web Services Skills training course offered practical experience with cloud tools and platforms.

SHA's **JobLink** team supports tenants in pursuing long-term financial stability through career coaching, job search assistance, job training and education enrollment. Connections with childcare, transportation and other essential resources help reduce barriers and expand access to opportunity.

Building pathways to financial stability

JobLink's free **Money Matters** workshops helped tenants understand the credit system and learn ways to increase credit scores and manage credit responsibly. Dozens of JobLink participants also completed a special SHA savings program, accruing credits toward a \$5,000 goal. Three households reached major milestones as they moved from receiving a housing subsidy to more independent living, including one household that achieved homeownership.

Opening doors to new career opportunities

Tenants met employers, explored new career paths and built professional networks at the **Community Collaborative Career Fair** co-hosted by SHA, Bellwether Housing and Community Roots Housing. On-site support, including help navigating the event and preparing application materials, made it easier for attendees to apply for jobs on the spot and take meaningful steps toward their career goals.

JobLink highlights

232

new enrollments

727

active participants

118

job placements

280

enrollments in college
or training programs

Charting a path in medicine

While working toward her BA and juggling childcare jobs, Hafsa joined JobLink and set her sights on a future in medicine. She earned her degree, completed a phlebotomy certification and gained experience at a major medical center. She later began a master's program at UW, continued working and reached her JobLink savings goal – moving steadily toward her long-term goal of earning a Doctorate in Medicine.

Building a future in IT

With support from JobLink, Michael earned his AA degree, secured an internship at a major technology company and quickly moved into a full-time IT support role, eventually earning a promotion. Along the way, he balanced full-time work and school while supporting his mother – growing from a student with no income into a successful IT professional in just three years.





Supporting our mission through strong leadership

From the Board Chair

Delivering on SHA's strategic vision with care and discipline

Every day, Seattle Housing Authority staff carry out work that is essential and centered on the well-being of tenants – and tenants are why we are here. On behalf of the Board of Commissioners, I want to express my appreciation for SHA's staff. Their professionalism, care and dedication are the foundation of everything this agency accomplishes.

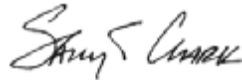
The work highlighted in this report reflects significant progress toward the priorities outlined in SHA's 2025-2030 Strategic Plan and reinforces the agency's commitment to improving housing quality, expanding access to services, supporting staff development and ensuring that everyone who interacts with the agency is treated with respect and care.

SHA's work received national recognition in 2025, garnering four awards from the National Association of Housing and Redevelopment Officials. These honors highlight the innovative approaches, strong partnerships and effective operations SHA people employ to improve daily life for tenants and deliver high-quality affordable homes in our community.

The Board approved the 2026 budget, ensuring SHA remains prepared for the work ahead. A disciplined approach to financial management is what allows SHA to preserve and grow its housing, sustain tenant services and invest in long-term solutions that benefit the community.

We recognize that we don't do this work alone. SHA is part of a broad network of partners who provide healthcare, education and other essential support that extends the reach of our work and deepens our impact across the communities we serve.

We are grateful for these shared efforts and will continue working together to ensure that our tenants have a safe and affordable place to call home in a thriving community.



Sally J. Clark



Sally J. Clark
Chair



Robert
Crutchfield, Ph.D.
Vice Chair



Paula L.
Houston, Ed.D.



Rita Howard



Twyla Minor



Paul Purcell



Kristin Ryan



2025 Executive Leadership

Rod Brandon
Executive Director

Jen Chan
Deputy Executive Director

Javana Cross Polenska
Deputy Executive Director

Bobby Coleman
Director of Asset Management

Evelyn Correa
Director of Human Resources

Jared Cummer
Chief Financial Officer

Mafara Hobson
Director of Communications

Shalini Joshi
Chief Information Officer

Anne Keeney
Director of Policy

Alice Kimbowa
Director of Rental Assistance Programs

Charles Lind
General Counsel

Dave Wellings
Director of Housing Operations

Lisa Wolters
Director of Intergovernmental Relations



Amplifying our impact through strong financial management

Financial highlights

In 2025, total net position increased by \$22.2 million or approximately two percent. Operating revenues decreased by \$15.4 million and operating expenses increased \$43.9 million. Nonoperating activities provided a net increase in revenues of \$11.2 million. Total assets were \$1.4 billion, an increase of 1.3 percent or \$17.7 million. Total liabilities were \$250.1 million, representing a decrease of 1.6 percent or \$4.1 million.

STATEMENT of NET POSITION

December 31, 2025

ASSETS and DEFERRED OUTFLOWS

	SHA Totals	Tax Credit Partnership Totals
Cash equivalents and investments	\$ 246,453,310	\$ 78,758,905
Accounts receivable	50,045,395	2,274,238
Inventory and prepaid items	4,430,787	8,104,300
Restricted investments	107,056,403	—
Assets held for sale	760,232	—
Other	39,455,880	2,192,398
Capital assets, net of depreciation	691,764,546	571,156,844
Notes receivable	293,364,319	—
Total assets	1,433,330,872	662,486,685
Deferred outflows	23,001,193	—
Total assets and deferred outflows of resources	\$ 1,456,332,065	\$ 662,486,685

LIABILITIES

Accounts payable	13,839,156	21,566,540
Accrued liabilities	9,649,041	1,113,947
Short-term borrowings	—	—
Security deposits	2,616,762	774,646
Unearned revenue	19,650,101	253,971
Long-term debt	190,774,529	478,148,182
Accrued compensated absences	7,141,371	—
Net OPEB and pension liabilities	6,473,061	—
Total liabilities	250,144,021	501,857,286
Deferred inflows of resources	95,026,949	—
Total liabilities and deferred inflows of resources	345,170,970	501,857,286

Net assets

Investment in capital assets, net of related debt	505,532,973	94,413,736
Restricted for debt service and other purposes	150,282,609	68,936,557
Unrestricted	455,345,513	(2,720,894)
Total net position	\$ 1,111,161,095	\$ 160,629,399
Total liabilities, deferred inflows of resources and net position	\$ 1,456,332,065	\$ 662,486,685

STATEMENT of REVENUES, EXPENSES and CHANGES in NET POSITION

for the year ended December 31, 2025

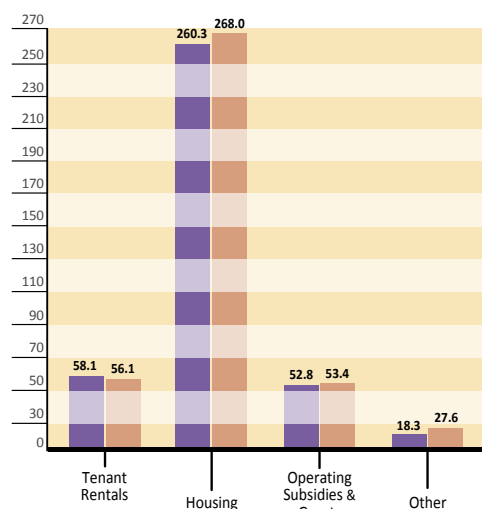
REVENUES and CONTRIBUTIONS

	SHA Totals	Tax Credit Partnership Totals
Tenant rentals and sales	\$ 58,051,567	\$ 26,380,818
Housing assistance payment subsidies	260,330,310	—
Operating subsidies and grants	52,791,376	—
Interest income	20,052,075	189,584
Capital contributions	10,390,246	72,913,227
Other revenue	18,346,131	741,820
Total revenue and contributions	\$ 419,961,705	\$ 100,225,449

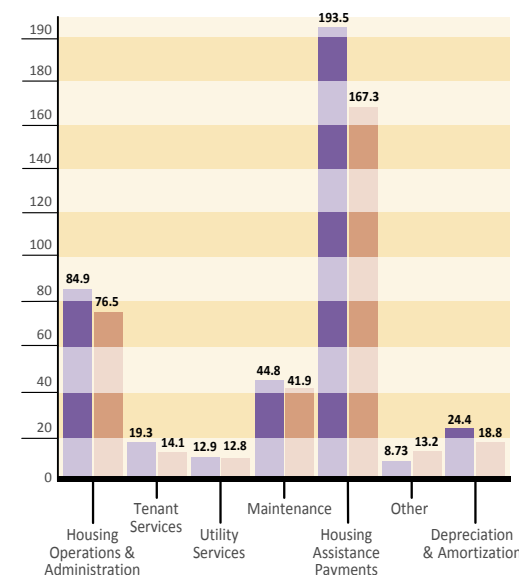
EXPENSES

Housing operations and administration	84,996,900	7,059,885
Tenant services	19,361,566	541,274
Utility services	12,968,140	3,058,400
Maintenance	44,880,279	6,942,725
Housing assistance payments	193,498,327	—
Interest expense	4,526,407	9,173,579
Change in fair value of investments	(16,155)	—
Disposition of assets	4,330,779	(4,363,098)
Depreciation and amortization	24,475,330	18,850,693
Other expense	8,728,909	316,699
Total expenses	397,750,482	41,580,157
Change in net position	22,211,223	58,645,293
Total net position at beginning of year, as restated	1,088,949,872	101,984,105
Total net position at end of year	\$ 1,111,161,095	\$ 160,629,398

OPERATING REVENUE (in millions)



OPERATING EXPENSES (in millions)



2025 2024



101 Elliott Ave W Suite 100
PO Box 79015
Seattle WA 98119
206.615.3300

Residents connect with the outdoors
through a hike organized by SHA's
Education and Youth Development team.