



Seattle Housing Authority

2019
Annual Report



A place to live, a place to grow

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.

2019

36,979

Individuals served

3,429

Collaborative housing units

18,471

Households served

8,378

SHA owned / managed units

7,320

Tenant-based vouchers

365

SHA locations

On the cover: An inspirational leader in the SHA community, Kadro runs a home-based child care center and is very active in educational support for SHA children and youth. Her own daughter recently received a scholarship to attend college.

Read the interactive digital report: Many of the stories in the electronic interactive version of the annual report contain links to additional information. To view this report online, go to seattlehousing.org/annual-reports.



From the Executive Director

It is an ongoing priority at the Seattle Housing Authority to serve as many people in need of housing assistance as we can. With ever-present budget restraints, it is a challenging ambition. 2019, however, was an exciting year for SHA in our effort to expand housing opportunities. As you will read in this report, we took some big steps forward.

Through a collaborative effort with partners, we were able to purchase five apartment complexes, keeping them off the private market and preserving them as affordable housing into the future. With one purchase closing at the very end of 2018 and four in 2019, we acquired 539 apartments in total.

With the purchases, new construction and other partnerships underway, SHA is helping to create or preserve more than 2,000 units of affordable housing in Seattle.

In our Housing Choice Voucher program we were able to secure 75 new vouchers to serve homeless families and youth who age out of foster care and are facing homelessness.

These numbers are meaningful because each one of these apartments and vouchers means a family or individual fearing displacement, foregoing other basic needs to try to pay rent, or living without a home at all will have the security of safe, quality housing that they can afford.

Housing is a basic human need and is at our core, but our ambition to serve people doesn't stop there. Our mission extends beyond housing to services and supports that help people improve their lives. You will also read in this report

about young people finding camaraderie, a sense of belonging, academic support and positive life experience through programs at SHA. Seeing them develop and achieve dreams and goals they never thought possible is immensely rewarding.

People of all ages living in SHA-supported housing have opportunities to expand their horizons, gain greater economic security, achieve better physical and mental health, and give back to their community. With the surge in online delivery of medical care, education, government services and much more, closing the digital divide is an important part of our service, and SHA is helping to ensure that those we serve have devices, connectivity and internet skills.

The stories in this report capture a few examples of our progress in 2019 on our overarching strategic directions and objectives. Each step of the way has been taken as part of a much larger community. Behind these stories are an innovative and dedicated staff and board, collaborative partners and our tenants themselves who achieve amazing things when given a place to live and an opportunity to grow.

My deepest thanks to all of you who are part of the SHA community and have helped thousands served by SHA lead better lives.

A handwritten signature in black ink, reading "Andrew J. Lofton".

Andrew J. Lofton

“Having our own place feels really good. There’s a good elementary school just up the street. I always wanted my son to have a great education and now he has opportunities I never dreamed I could give him.”

–Nikkie



Housing more people

Increasing and preserving affordable housing

Through a multi-pronged approach of new construction, acquisition of existing buildings and housing partnerships, the Seattle Housing Authority is finding creative ways to [increase the number of affordable homes](#) for low-income people in Seattle by more than 2,000.

In 2019, SHA purchased the Golden Sunset Apartments, Martin Luther King Jr. Apartments, Northgate Apartments and Weller Apartments. Together with the Spring Lake Apartments purchase in late 2018, these acquisitions mean 539 units have become long-term affordable homes rather than being sold for market rate housing.

The redevelopment of Yesler Terrace is adding nearly 1,200 units of affordable housing over what existed on the site before. In 2019, SHA opened Red Cedar, its fourth new residential building at Yesler, with 119 apartments. SHA also announced the contribution of land at Yesler and

approximately \$11 million dollars to a [joint venture](#) with the Seattle Chinatown International District Preservation and Development Authority and Capitol Hill Housing to develop a child care center and 158 apartments for low-income families. Further north, [Habitat for Humanity](#) broke ground on former SHA land sold at a discount, where they are constructing 16 townhomes for affordable home ownership.

These projects announced or completed in 2019 are in addition to others underway or in design: a partnership with the University of Washington to serve as the developer of a 150-plus unit affordable housing complex on University-owned land near the main campus; the discounted sale of land to a nonprofit coalition that will construct 127 units near Othello in a combination of affordable rental and homeownership units; and rebuilding of the West Seattle [Lam Bow Apartments](#), destroyed by fire in 2016, with 29 more units than on the site previously.



Future Lam Bow Apartments



Investing in larger units

Through a new “Buy-Up” program, SHA is making investments in new affordable housing being built by nonprofit developers, which will enable them to build a greater percentage of larger units than they would otherwise be able to afford. The program will help meet the needs of larger families in Seattle who face a dwindling number of affordable homes that can accommodate their family size.

Renovating family housing

The interiors and exteriors of some of the single-family houses and small multiplexes in SHA's portfolio were rehabbed, with energy efficient features added. In some, garages, basements and other under-utilized spaces were converted into additional bedrooms.

“Right-sizing” and improving homes



Photo: National Academy of Sciences

Matching homes and family size

SHA completed the first year of a [three-year pilot](#) designed to increase the number of people SHA is able to house. As household sizes reduce and remaining residents no longer need the number of bedrooms they have, SHA helps them find more appropriately sized units, which means SHA can then call families off the waitlist who need the larger units.

Households who no longer need the larger size unit they are occupying receive resources to support a move, including a choice of two options for a suitable new home within SHA, reimbursement for moving costs or professional moving services, funds for incidental costs and a free month of rent.

In 2019, SHA helped 40 households move to a new unit and was able to serve twice as many people in the units they freed up.

Rehabilitation in West Seattle

SHA completed an extensive renovation of [Longfellow Creek](#), [Roxhill Court](#) and [Wisteria Court](#) apartment buildings in West Seattle and designated them as Low-Income Housing Tax Credit units for households at or below 60 percent of Area Median Income, preserving 204 units as affordable housing. Residents were excited to return to their beautifully remodeled and landscaped apartments.



Safe, accessible living environments

Elevator modernization at Jefferson Terrace, Phinney Terrace, Pleasant Valley, Schwabacher House and Sunrise Manor upgraded critical parts and incorporated new technology, improving reliability and performance for residents.

Improved technology, lower energy use

Older light fixtures were replaced with new energy-efficient lighting in the common areas of 16 SHA high-rise buildings, and high-efficiency integrated boiler and water heater systems replaced older models in 48 units at High Point, which also got new energy recovery ventilation systems, bath fans and light fixtures. These improvements were supported by funding from the City of Seattle.

Security in senior housing

ACAM (Access Control and Alarm Monitoring) systems and better security cameras were installed at SHA senior housing locations, providing seniors and individuals with disabilities with convenient entry and a greater sense of security.

Maven, featured in a [video story](#), is a Seattle Youth Poet Laureate who was living on the streets after exiting the foster care system, and found a home of their own through the SHA voucher program.



Housing Choice Vouchers

Making more of the housing market affordable

Through the [Housing Choice Voucher](#) program, the Seattle Housing Authority provides rental assistance to low-income individuals, families, seniors, veterans, people with disabilities and others to help them find homes throughout the Seattle housing market. In the tenant-based voucher program, participants lease a home of their choice and SHA pays a portion of the rent directly to the landlord, making the unit affordable for the tenant. Through [Collaborative Housing](#), SHA pays a portion of the cost of units operated by nonprofit housing providers, enabling them to provide no or low-cost housing to those in need.

Combined, SHA administered 10,183 vouchers in 2019, including 75 newly awarded [special-purpose vouchers](#) to serve homeless families and youth who have aged out of foster care and are facing homelessness.

Partnering to address the housing crisis

SHA partners with community organizations, rental associations and nearly 1,500 [landlords](#) who, through the Housing Choice Voucher program, rent homes to those who otherwise could not afford them. By working with SHA, landlords can ensure units don't sit vacant and SHA can help voucher holders seeking housing move into a new home.

In 2019, SHA joined forces with a new [Seattle Chamber of Commerce Housing Connector](#) program, designed to

help landlords reduce financial loss through vacancy by making rentals previously out of reach accessible to individuals and families experiencing homelessness.

A partnership with the City of Seattle's Office of Housing provides SHA with advance notification of available income- and rent-restricted units through the [Multi-Family Tax Exemption](#) program, broadening affordable housing options for voucher participants who are actively searching for housing.

Reducing barriers to upward mobility

[Creating Moves to Opportunity](#) is an initiative run by SHA and the King County Housing Authority in collaboration with a team of academic researchers from Harvard, Johns Hopkins, MIT and Columbia University, including Dr. Raj Chetty whose decades-long studies have proven a connection between high opportunity neighborhoods and children's success later in life. CMTO is a study on how to help increase geographic choice among families with children who receive Housing Choice Vouchers. The first phase demonstrated that an enhanced suite of housing search and leasing assistance services had a [substantial positive impact on move outcomes](#): 53 percent of families who received CMTO services moved to a higher opportunity area as compared to 15 percent of families who received normal support services. The second study phase, which began in July 2019, is testing which of the enhanced services has the greatest impact. Zillow Group's The Home Project supported CMTO by leveraging their housing platform and relationships with private landlords to increase rental options.

Yesler: A vibrant community continues to grow

Yesler branches out

The opening of [Red Cedar](#), SHA's fourth new residential building at Yesler, was celebrated in June, along with the opening of the adjacent Fir Street Pocket Park. Red Cedar, named for a tree that has provided bark for clothing, canoes and other Northwest native uses for centuries, has 119 apartments, a central courtyard and play area and community room. It also houses the main SHA Yesler Management Office. Site work began on [Hinoki](#), SHA's fifth residential building, which will feature 139 affordable apartments when it opens in 2021.

Partnerships rooted in shared values

The redevelopment of Yesler is funded largely by select property sales to private developers, who commit to keeping at least a quarter of their apartments affordable. Vulcan Real Estate completed the 237-unit [Cypress](#) building and entered the design and permitting phase for a third building. Lowe completed design on Phase 1, [Mill Creek's Modera First Hill](#) began construction and Su Development completed Early Design Guidance on its planned [two-tower building](#) with a communal view plaza.

Making art part of everyday life

SHA has engaged multiple artists and artist teams to create permanent works of art and develop [arts-focused programming](#) at Yesler, funded by a grant from The Kresge Foundation. In March, the bronze casting of long-time Yesler resident [Charles Parrish's medallions](#) honoring historical Yesler Terrace figures took place at a local foundry. Artist [George Lee](#) unveiled a pictorial [community table](#) in the Fir Street Pocket Park. The Yesler Art Club provided residents with regular art-making experiences and opportunities to meet and collaborate with neighbors. Yesler youth expressed their creative vision through the [Summer Youth Media](#) program, which culminated in a video exhibit at the Frye Art Museum. In addition, a youth hip hop program, dance classes and other activities created social interactions for residents of all ages.



Photo: Yesler Terrace Youth Media Program



Photo: Enterprise Community Partners/Michael Schoenfeld

Grateful for a caring SHA "family"

Huyen, a Yesler resident battling cancer who still finds ways to help others, wrote a [heartfelt letter](#) to SHA.

To generate ideas and create excitement about the Black Farmers Collective's [new urban farm at Yesler](#), Eritrean and Ethiopian seniors toured the Rainer Beach Urban Farm and Wetlands.

Residents gathered together for events such as outdoor **Community Movie Nights at Yesler Terrace Park**, Lobby Connections, Mother's Day, Music under the Stars and Taste of Yesler.

The **Well Yesler!** resource fair provided residents with fresh produce, nutrition education and fitness activities for all ages.



“It’s a very special place to live, a very special place to grow up. It’s given me richness in life experience that is priceless and that will be worth a lot for me.”

–Mohamed



Growing up strong

Support from cradle to college

SHA is committed to the success of young people growing up in SHA housing and employs staff dedicated to working with children and youth. Their work, along with a host of partnerships with others equally focused on opportunities and positive outcomes for youth, is making a big difference in the lives and futures of young people at SHA.

Educational achievement

SHA’s Education Engagement Specialist works closely with families, Seattle Public Schools, Seattle University and other partners to improve educational outcomes for students living at Yesler. Early learning activities such as the [Play and Learn](#) program and The Seattle Public Library’s [Story Time](#) increased kindergarten readiness. Yesler middle and high school students helped run Math & Science nights which drew dozens of attendees. To ensure students had access to digital resources necessary to perform their schoolwork, The Seattle Public Library loaned digital hot spots long-term to SHA families with youth. Eight Yesler students, nurtured by SHA’s Education Specialist, graduated from high school and were all college-bound.

Steering students to higher education

SHA’s College Navigators provide individual attention and academic support to middle and high school students to increase college awareness and readiness. Navigators organized college and resource fairs, financial aid workshops, scholarship completion nights and other events to help youth explore higher education and access financial resources that put college in reach for SHA’s low-income families. They registered students for SAT and ACT testing, helped them apply for honors programs, toured colleges with them, provided resume writing and job search support, enrolled 7th and 8th graders in [Washington State’s College Bound](#) program and paired teens up with volunteer opportunities that would give students valuable life experiences. Many of these students at SHA are the first generation in their families to pursue a college education.



Rainier Vista youth **learned broadcast interview skills and created their own radio stories** which were aired on public radio through KUOW’s RadioActive program.

More than 50 community members attended the first **West Seattle Elementary Parent Tea**, held at SHA’s High Point community.

Inspiring youth to unleash their potential

SHA's Youth Engagement Specialist creates a unique bond among NewHolly and Rainier Vista youth, and [inspires them to see their potential](#) and seek a bright future. An

annual youth employment and resource fair, hosted trips to visit local businesses and other activities successfully connected dozens of teen job-seekers with part-time student employment opportunities. Middle and high school students took field trips to the [Museum of Flight](#) and participated in workshops, athletics and community engagement activities. An Electronic Sports program offered community building, team collaboration, entrepreneurship and physical education experiences. The Middle School Gamers Club introduced youth to computer programming, software design, coding and early career exploration in the field of computer science, software engineering and gaming design.

Academic scholarships

SHA connects students with an array of public and private [scholarship programs](#), some designed specifically for people receiving housing assistance. Middle school families are contacted and encouraged to sign up for the College Bound Scholarship, which pays full college tuition for students who enroll in the program in 7th or 8th grade and graduate from high school with a minimum GPA or better. Dream Big! Scholarships contributed \$1,000 each to [six SHA students](#) in 2019.

AHEAD Act

[U.S. Senator Patty Murray](#) held a [roundtable](#) at SHA to preview an Affordable Housing for Educational Achievement Demonstration Act she was introducing in Congress to address the issue of school students experiencing homelessness. The discussion included SHA staff and a resident, along with representatives from Building Changes, Mockingbird Society and Seattle Public Schools. Several participants told moving stories of their own experiences and the significant challenges of trying to continue in school while homeless.

Home and school stability

Fourteen additional homeless families with children at Bailey Gatzert Elementary School were permanently housed in the school's enrollment area during 2019, through SHA's [Home from School](#) pilot. The program is designed to increase continuity in school attendance for students who had been homeless, and create a more stable learning environment and foster academic success for all students in the school.



Housing and education collaboration

SHA houses 1 in 10 Seattle Public School students, and these students attend all of Seattle's 102 public schools. By [working closely together](#), supported by an SHA Education and Youth Development Manager, SHA and SPS are improving educational outcomes for these 5,600-plus students. At the start of the 2019-20 school year, rallies were held on opening day at several neighborhood schools with SHA and SPS staff, elected officials and community leaders, parents and other community members cheering on students as they arrived. During the year, SHA collaborated intensively with educators on special initiatives at six public schools to [improve student attendance](#) and support family involvement and interaction with educators. Attendance challenges and monthly gatherings with parents, teachers, school administrators and community members increased attendance and improved students' learning experiences.

Girls who lead

A Blossom Girls Empowerment group at High Point took part in a trail improvement project that promoted civic engagement and leadership development skills. Middle and high school students created the Yesler Girls Group, and worked with Seattle University College of Nursing students, to help support young girls in the neighborhood. NewHolly's Unicorn Squad formed an official Girl Scouts troop, and the community's GirlTALK members visited [Camp Long](#) for an event organized by the [Delridge Neighborhoods Development Association](#), the first overnight outdoor experience for many of the girls.



Photo: Mel Ponder Photography

Somali book launch

Five Somali families from High Point and NewHolly helped create a learning picture book called [Baro Tirinta Af Soomaaliga / Learn to Count in Somali](#) which was supported by the Somali Family Safety Task Force, Seattle Public Schools and SHA, and published by The Seattle Public Library Foundation.





Integrating housing and health

Delivering a network of support

SHA is committed to promoting healthy lifestyles and ensuring that residents have access to the medical services they need. In 2019, that included a partnership with the City of Seattle's Aging and Disability Services, King County Department of Community and Human Services, King County Housing Authority, Full Life Care and Sound to connect seniors and adults with disabilities to medical and behavioral health care, in-home care and case management services to help them get the care they need while continuing to live independently. To help Medicaid recipients with mental health or complex physical health issues that threaten their ability to maintain stable housing, SHA teamed up with ADS and FLC on a [Medicaid Transformation demonstration project](#) through [Washington State's Foundational Community Support](#) program. One of the powerful aspects of FCS is that it was developed with an intensive but flexible case management model that is proving to be effective in helping people with serious mental or physical health challenges stay housed.

Skilled nursing

SHA arranged for a nurse to visit Carroll Terrace monthly to provide residents with foot care and conduct health-related assessments.

Trauma-informed practices

At a 2019 SHA All Staff Meeting, [David Lewis](#) from the Seattle Public Schools introduced SHA's entire staff to trauma-informed practices, and 60 staff participated in more in-depth training sessions. An expert in adverse childhood experiences, complex trauma and toxic stress, Lewis developed a trauma-informed [multi-tiered system of support](#) framework. Being better informed about the impact of trauma and how to alleviate related stressors, helps SHA deliver services more effectively.



Photo: Seattle Public Schools

Combatting asthma

In a summer barbeque setting at Cedarvale Village, residents were informed about a pilot with Washington State's [Weatherization Plus Health](#) program that combats asthma and reduces energy bills and health care costs by assessing asthma risks and eliminating asthma triggers in the home.

Residents attended **exercise classes** at Columbia House, Blakeley Manor and Schwabacher House led by an AmeriCorps volunteer and Full Life Care staff.

The **Hunger Intervention Program** served **740 summer meals** at Cedarvale Village.

Yesler residents formed a **women's walking group**, bringing neighbors from different cultural backgrounds together each week.

Bridging the digital divide



Photo: The Seattle Public Library

Digital access for all

The world is changing dramatically in the way that information, goods and services are delivered and an SHA Digital Initiative is helping to ensure that low-income tenants are not left behind as working, banking, shopping, learning, getting medical care and a host of other essentials of daily life are done online. While much more work lies ahead, progress was made in 2019 to close the digital divide for SHA tenants and deliver services in more efficient and convenient ways.

Furthering digital equity through legislative action

SHA hosted U.S. Senator Patty Murray for a meeting on a [Digital Equity Act](#) she introduced in Congress. Representatives from SHA, The Seattle Public Library, the City of Seattle Information Technology department and the Somali Family Safety Task Force joined SHA residents actively working to help fellow residents access technology through a program called [Building Our Bridge](#), which received a \$28,000 [Technology Matching Funds grant](#) in 2019.

Free community Wi-Fi

SHA began installing Wi-Fi in the lobbies and community rooms of 61 properties, enabling residents to access free internet service.

Increased readership of *The Voice*

SHA's tenant newsletter launched as a twice-monthly digital newsletter in January, replacing the previous monthly print edition. Distribution of [The Voice](#) increased by more than 40 percent through a tenant email address data collection initiative and feedback was positive with one resident saying, "I would prefer to receive information by email or text, as my disability makes other methods challenging, so thank you for encouraging this :)"

Youth build new technology room

Rainier Vista teens participated in a Seattle Art Museum Design Your [Neighbor]Hood program in which they [designed and built a tech room](#) for young residents to create music, do homework and hang out.

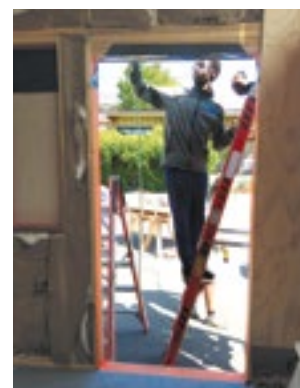


Photo: Seattle Art Museum

Improving tenant services through automation

SHA is continually introducing electronic service options to increase efficiency and better serve tenants and other constituents. In 2019, several new initiatives were rolled out:

- A mobile inspection application improved reporting and response time for staff doing required housing inspections.
- A conversion of paper forms to e-forms automated and simplified the document approval process.
- The provision of certified notary services for housing applicants during their interviews eliminated the need for them to seek those services and have to return to continue the process.
- New processes streamlined utility billing processes.
- A new orientation program for incoming senior housing program residents provided comprehensive information about their building and available services, helping them more successfully integrate into their communities.

“A community with a mindset that is caring can make opportunities out of anything.”

—Faisel, SHA student resident and community leader



Communities in action

Something to RAVE about

SHA is proud to be a community partner with the Seattle Sounders FC and its charitable arm, the RAVE Foundation. Youth from SHA's Yesler community were among the many children and teens invited to attend a [celebration at Yesler Terrace Park's](#) RAVE soccer field where additional Sounder FC owners, including Seahawks quarterback Russell Wilson, artists Ciara and Macklemore and other new owners were announced. NewHolly was selected as the site for the next [RAVE community field](#) and youth there had a chance to play soccer with [Henry Wingo](#) and [Alex Roldan](#) at a free soccer clinic. Young SHA residents were invited to attend a Sounders versus Atlanta game and join the players as they walked onto the field during the opening ceremony.

Youth create community murals

The Rainier Vista community worked with the Seattle Department of Transportation to create a [vibrant traffic circle mural](#) to slow down speeding drivers. Artists from the Delridge Neighborhoods Development Association

led Rainier Vista teens through the design and painting process as part of a summer employment program. At NewHolly, youth learned about reducing, reusing and recycling waste materials, and shared their newfound knowledge with other residents and painted an engaging mural in the recycling and garbage room.

Keeping creative juices flowing

A local artist helped seniors living at Ravenna School Apartments connect with their creative side through a series of watercolor painting classes. NewHolly and Rainier Vista youth attended workshops at the [Seward Park Clay Studio](#) where they learned to handcraft masks which they later gifted to elders in their communities during an Intergenerational Day event. More than 150 families participated in a Drop-In Preschool Art Studio at High Point.



Fifteen SHA resident gardeners representing five cultures worked communally to grow and sell organic produce at the **High Point and NewHolly P-Patch Market Gardens** and residents throughout SHA tended **vegetable, herb and flower gardens** that provided healthy eating, exercise and positive interactions among neighbors.

SHA AmeriCorps volunteers took Fremont Place and Willis House seniors on a field trip to **Woodland Park Zoo**, and the Zoo brought their **Up CLOSE** ambassador animal outreach program to Center Park.

The **Bee Festival at High Point** buzzed with energy as hundreds of residents gathered for the annual event built around the beekeeping program there.

High Point residents attended a **Community Multicultural Night** and **Intergenerational Giving Thanks** event.

Rainier Vista neighbors came together for **Summer, Harvest, and Winter** block parties and **Seniors Community Kitchen** events.



Residents throughout SHA communities enjoyed **Lunar New Year, Eid al-Fitr, Juneteenth, Night Out** and **Thanksgiving** celebrations.

A **RainWise** rain garden and cisterns were installed at Willis House, helping to prevent water runoff.

More than 70 volunteers turned out for a Day of Service in Rainier Vista, planting 600 new plant starts and beautifying the landscaping.

Expanding employment horizons

JobLink

Embedded in SHA's mission is a commitment to help tenants achieve greater self-sufficiency and the JobLink program is core to helping tenants achieve greater financial independence. [JobLink](#) connects tenants to employment, education and resources to help them find a job right away, enroll in training and education and then find a job, get a better job or start a small business.

Resident opens child care business

While attending a JobLink orientation session, Yasmin learned the program could provide her with resources to help her [open her own business](#). Yasmin, who held a degree in Child Development and dreamed of opening her own child care business, worked with a



Career Coach to complete all the requirements and paperwork required to finally realize her dream. In 2019, Yasmin received her business license and transformed her High Point home into an inviting and bustling space for children.

Many paths to economic security

In addition to individualized services, JobLink presented a variety of employment-related learning opportunities in 2019: A Diversity in Construction Trades event enabled tenants to learn about apprenticeship programs and meet with construction employers; a three-part Money Matters Workshop covered financial management skills including budgeting, saving to build assets, and managing credit and debt; a Health Care Career Pathways event offered information about education and training and a chance to meet regional healthcare providers; and a Commercial Truck Driver Licensing program helped tenants obtain their CDL permit.

Saving the earth

Rainier Vista chosen for climate bill signing

Governor Jay Inslee chose to sign five important climate change bills in a [ceremony at Rainier Vista](#), where he emphasized that climate change is an issue that affects everyone, regardless of background or income.

A dedication to environmental stewardship

SHA incorporates environmental stewardship throughout its long-term planning and daily practices. Development projects, such as Red Cedar which opened at Yesler in 2019, use the [Evergreen Sustainable Development Standard](#). LED lightbulbs, low-flow faucet aerators and showerheads, and other features save energy and other resources, and SHA helps educate residents on how they can incorporate earth-friendly practices in their own daily lives. Through careful utility management, SHA is able to capture significant water cost savings and redirect those funds to programs for residents. In 2019, SHA converted more than 25 percent of its motor pool to all-electric vehicles and opened up new options for work-related trips including car share services and public transit.



Creating more affordable transportation choices

SHA partnered with Seattle's Orca Opportunity program to offer [free Orca cards to 1,500 residents](#) at 11 SHA properties, providing a full year of no-cost, unlimited public transit. A \$10,000 grant from Uber enabled more than 550 rides, covering more than 3,300 miles, for seniors with mobility issues to get to healthcare appointments and youth to get to career exploration events, job readiness trainings and life skills workshops. In December, [Uber awarded an additional \\$20,000 grant](#) to continue the youth engagement transportation.

2019 Board of Commissioners

From the Board Chair

One of the many things that make me and my colleagues on the [SHA Board of Commissioners](#) proud to serve this organization is that we are able to provide homes to a large number of people who would otherwise be homeless.

The dearth of affordable housing in our city means that the majority of the nearly 37,000 people living in SHA housing or with an SHA-supported housing voucher likely would not have any other option for housing because of the lack of apartments affordable to individuals on fixed incomes, families with single heads of households working full time at the minimum wage and others with low incomes. A September 2019 report showed that in the previous year, half the people admitted to SHA were experiencing homelessness. Working with housing partners, SHA has made commitments to subsidize 3,686 apartments for families and individuals experiencing homelessness. This includes critical operating subsidies for 1,646 permanent supportive housing apartments for people with disabilities who were experiencing chronic homelessness, 509 affordable apartments for veterans formerly experiencing homelessness, and 27 homes for homeless families with children attending Bailey Gatzert Elementary.

I am also proud that SHA is an organization dedicated to continuous improvement and simplification of processes to create greater accessibility. From executive leadership to line

staff, the people who work at SHA are always looking for better ways to serve applicants, residents and voucher clients. As you can read in this report, much of this work in 2019 was technology-based, such as converting more forms from paper to online and installing free Wi-Fi in common areas of SHA buildings. Much of it was centered around facilitating in-person engagement, with strategies like the establishment of satellite JobLink offices in various locations. Other improvements were in the important area of community building – among youth who live in our housing and residents and participants of all ages to increase health, learning and social interaction.

Underlying these and other attributes of SHA is a genuine and active dedication to furthering race and social justice. From internal trainings to policies and program delivery, to local alliances to help end systemic racism and discrimination to advocating at the national level for housing justice, SHA puts furthering race and social justice at its center.

SHA's greatest strength lies in collaboration and all of us at SHA are grateful for our many, many partners who are at our side. Thank you.



Debbie Thiele

2019 Awards

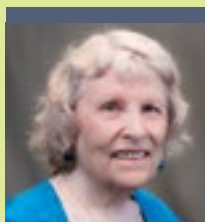
Gold Skyline Award from
Seattle Business magazine
for redevelopment of Yesler.

Best in State Silver Award from the
American Council of Engineering
Companies for Hoa Mai Gardens and
the Yesler Hillclimb.

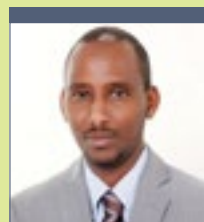
**Certificate of Achievement for
Excellence in Financial Reporting**
from the Government Finance
Officers Association.



Deborah
Canavan
Thiele
Chair



Emily
Abbey
Vice-Chair



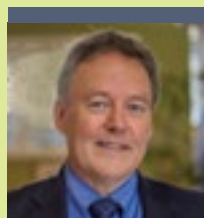
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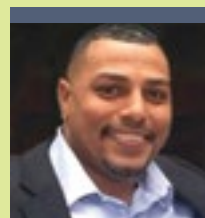
Robert
Crutchfield



Dr. Paula L.
Houston



Paul
Purcell

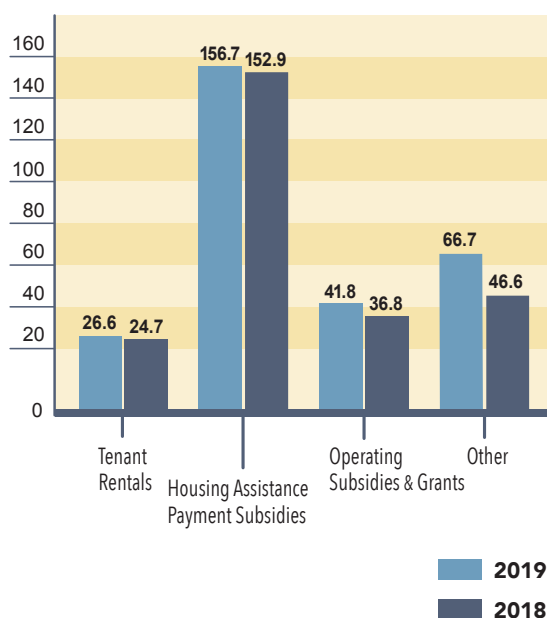


Gerald
Smiley

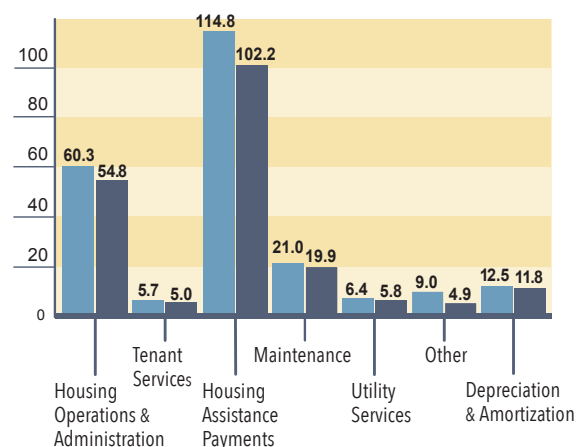
2019 Financial highlights

During 2019, Seattle Housing Authority increased total net position by \$46.8 million or 7.4 percent which was mainly a result of increased operating subsidies from HUD for the Housing Choice Voucher program and continued strong sales of land at Yesler Terrace. Operating revenues of \$291.8 million increased 11.8 percent, while operating expenses, at \$229.7 million, were 12.4 percent higher in 2019. As a result of property acquisitions, both capital assets and long term debt increased. In addition, SHA's current ratio, measuring liquidity, decreased to 3.5 and SHA's total debt as a percentage of net capital assets increased to 38.3 percent.

OPERATING REVENUE (in millions)



OPERATING EXPENSES (in millions)



REVENUES, CONTRIBUTIONS, EXPENSES AND CHANGE IN NET POSITION

for the year ended December 31, 2019

| | SHA Totals | Tax Credit Partnership Totals |
|--|-----------------------|-------------------------------|
| REVENUES and CONTRIBUTIONS | | |
| Tenant rentals and sales | \$ 26,589,003 | \$ 39,742,548 |
| Housing assistance payment subsidies | 156,685,178 | — |
| Operating subsidies and grants | 41,844,957 | — |
| Interest income | 7,103,809 | 157,782 |
| Capital contributions | 12,271,789 | 21,307,131 |
| Other | 66,672,160 | 1,583,863 |
| Total revenue and contributions | 311,166,896 | 62,791,324 |
| EXPENSES | | |
| Housing operations and administration | 60,270,665 | 9,600,149 |
| Tenant services | 5,682,197 | — |
| Utility services | 6,405,673 | 6,074,296 |
| Maintenance | 21,019,459 | 9,764,633 |
| Housing assistance payments | 114,785,518 | — |
| Interest expense | 3,367,147 | 8,999,713 |
| Change in fair value of investments | (204,103) | 77,955 |
| Disposition of assets | 30,343,160 | — |
| Depreciation and amortization | 12,593,955 | 14,971,714 |
| Other | 10,151,984 | 3,105,900 |
| Total expenses | 264,415,655 | 52,594,360 |
| Change in net position | 46,751,241 | 10,196,964 |
| Total net position at beginning of year | 632,593,690 | 68,953,174 |
| Total net position at end of year | \$ 679,344,931 | \$ 79,150,138 |

STATEMENT OF NET POSITION

December 31, 2019

| | | |
|--|-------------------------|-----------------------|
| ASSETS and DEFERRED OUTFLOWS | | |
| Cash equivalents and investments | \$ 180,393,325 | \$ 36,881,173 |
| Accounts receivable | 22,135,436 | 1,913,979 |
| Inventory and prepaid items | 684,633 | 453,423 |
| Restricted investments | 46,299,329 | 176,022 |
| Assets held for sale | 848,725 | — |
| Other | 12,019,309 | 8,572,205 |
| Capital assets, net of depreciation | 477,791,955 | 473,092,538 |
| Notes receivable | 263,535,251 | — |
| Total assets | 1,003,707,963 | 521,089,340 |
| Deferred outflows | 4,448,538 | — |
| Total assets and deferred outflows of resources | \$ 1,008,156,501 | \$ 521,089,340 |
| LIABILITIES | | |
| Accounts payable | \$ 15,215,429 | \$ 42,364,156 |
| Accrued liabilities | 6,517,497 | 5,020,716 |
| Short-term borrowings | 34,864,778 | 2,633,600 |
| Security deposits | 1,666,562 | 1,536,704 |
| Unearned revenue | 94,951,731 | 242,914 |
| Long-term debt | 148,083,910 | 389,815,425 |
| Accrued compensated absences | 2,874,800 | 325,687 |
| Net OPEB and pension liabilities | 15,798,394 | — |
| Total liabilities | 319,973,101 | 441,939,202 |
| Deferred inflows of resources | 8,838,469 | — |
| Total liabilities and deferred inflows of resources | 328,811,570 | 441,939,202 |
| Net Assets | | |
| Investment in capital assets, net of related | 298,993,267 | 80,643,513 |
| Restricted for debt service and other purposes | 72,470,937 | 28,262,600 |
| Unrestricted | 307,880,727 | (29,755,975) |
| Total Net Position | 679,344,931 | 79,150,138 |
| Total liabilities, deferred inflows of resources and net position | \$ 1,008,156,501 | \$ 521,089,340 |



2019 Executive staff

Andrew J. Lofton
Executive Director

Anne Fiske Zuniga
Deputy Executive
Director

Rod Brandon
Director of
Housing Operations

Kerry Coughlin
Director of
Communications

Jared Cummer
Director of Housing Finance
and Asset Management

James Fearn
General Counsel

Alice Kimbowa
Director of
Rental Assistance Programs

Andria Lazaga
Director of Policy and
Strategic Initiatives

Steve McDowell
Chief Information Officer

Marc Nilsen
Director of
Human Resources

Stephanie Van Dyke
Director of
Development

Lisa Wolters
Director of
Intergovernmental Relations

Shelly Yapp
Chief Financial Officer



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