



**2020**  
Seattle Housing Authority  
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.

# 2020



7,378

Tenant-based vouchers

37,464

Individuals served

18,687

Households served

3,508

Collaborative housing units



365

SHA locations

8,454

SHA owned/  
managed units

**On the cover:** A teen shows off sustainably grown produce from a garden at NewHolly that he and other youth created during the pandemic. The youth delighted in sharing their bounty with their families and local food drives.



## From the Executive Director



*Andrew Lofton was SHA's Executive Director throughout 2020. He retired in May 2021 and Rod Brandon, who had been SHA Director of Housing Operations, was appointed Executive Director by the SHA Board of Commissioners.*

In early March 2020, when it started to become apparent that the world was facing a major health crisis, SHA leadership scheduled an all-day retreat dedicated to planning for what would come. The challenging part was that no one knew. Public health experts debated, a pandemic had not yet been declared and the term "social distancing" was just starting to enter the general lexicon.

What SHA did know is that we would do everything in our power to keep people safe, housed and healthy. Over the following days and months, ad hoc teams were set up agency-wide to monitor public health guidance and pivot all aspects of our operations and services as needed. New protocols were written and updated almost daily. Sanitizing supplies and protective equipment were procured. Call centers were set up. New communication channels were established.

Top of mind every single day was "what do those we serve need to know and what do they need?" And when the answer changed frequently, we changed with it. This 2020 Annual Report chronicles SHA's response to the pandemic. It showcases our incredible partnerships with others who stepped up to help us care for tenants and it chronicles the strength of our tenants who conquered fears, weathered constant change and reached out to help each other.

Supporting all of this was a remarkable staff of people at SHA. In every single department, SHA employees showed extraordinary initiative, innovation, cooperation, care, commitment and dedication. There was no road map, everyone just came together to figure things out, concentrating especially on the elderly, children, communities of color, and others who might be more vulnerable. Thousands of meals were delivered, masks were distributed, computers and kits for remote learning got out to kids, tenants were assisted with unemployment and stimulus check applications, and the list goes on. Through all of this, our partners at the labor unions that represent a portion of our staff worked quickly and cooperatively with us and we appreciate their support.

In the height of the pandemic, the nation came face to face with another crisis: the systemic racism that is still rooted in our country and is harming and killing people of color. Asian Americans suffered brutal racist attacks stemming from the pandemic and we witnessed horrific injustice against Black people with the murder of George Floyd and others. This report cites a few ways SHA spoke out, took action and redoubled our long-standing and deep commitment to race and social justice. We know, however, that meaningful change will take much more, and fighting for race and social equity will remain central to our work.

As 2020 closed, the pandemic was not over. Vaccines were coming but not available. Many challenges still lay ahead. But we saw hope on the horizon and began to dedicate some of our energy to recovery planning for 2021. We were still under the leadership of Andrew Lofton who had, with remarkable capability, steered SHA through the biggest crisis of our 81-year history.

We will remain forever changed by the events of 2020. We proved that the SHA community is strong. And we were reminded that we must continue to nurture and harness our collective strength for the work that lies ahead.

Thank you to all of you who support our work and share our vision.

Rod Brandon





“ I appreciate your concern and kindness to bring delicious and healthy food to our doors. We feel warm and safe because the SHA management is taking good care of us during the stay at home order to avoid being exposed to coronavirus.”

Ann, resident at Yesler

Photo courtesy of Amazon



Photo courtesy of Amazon



# Essential Services

Continuity, communication and creativity as a crisis unfolds

In March, when the governor issued an order for people to stay home to help prevent the spread of coronavirus, SHA quickly developed a strategy to continue to provide essential housing and services to more than 37,000 tenants while limiting in-person contact. In the days, weeks and months following, that strategy and a myriad of new protocols and programs were established and adjusted almost daily. When normal federal regulations would have created unsafe operation, SHA obtained waivers. SHA closely monitored public health guidance and directives, engaged a medical consulting firm and brought a public health nurse experienced in epidemics on staff. Throughout the year, SHA pivoted in almost every facet of operation and service, and created completely new programs to meet the emerging needs of people in and seeking SHA-supported housing. The story of SHA's response to the pandemic is one of an entire community of flexible and creative staff, partners, tenants and others working together to keep everyone safe and healthy.

## Staying connected

With circumstances changing rapidly, SHA used all available channels of communication and added new ones to make sure people got critical, timely information. Signage in multiple languages was posted in SHA buildings, a coronavirus alert page link was added to the homepage of the [SHA website](#), [The Voice](#) newsletter for tenants carried regular bulletins and links to resources, and special emails were sent to tenants as needed. When SHA closed its offices to in-person services, call centers were set up to keep people connected to SHA staff and services. Staff received regular bulletins so they could continue to serve people safely and effectively, and could provide tenants with accurate, current information.

Fortunately, the number of known cases of COVID-19 among SHA residents was relatively low. When SHA did learn of a confirmed positive test, residents of the building were made aware, without identifying the individual or family, so they could take extra precautions including getting tested.

SHA conducted a COVID-19 survey of residents, which included direct phone outreach to those in the Black, Indigenous and People of Color communities who are typically less likely to respond to an electronic survey. The survey helped SHA reinforce communications and services that were working well for residents and establish new ones where there were gaps.

## Adapting facilities and operations

A challenge early on was obtaining supplies, but SHA located the necessary cleaning supplies and personal protective equipment, and was able to meet a rigorous schedule for sanitizing common building areas. With protective gear for staff and protocols to keep residents healthy, SHA was able to continue emergency and urgent facilities work and keep buildings and units safe and in good working order. With a rapid support response from SHA's Information Technology Department, SHA staff not required to be on-site when offices closed to in-person services were able to fully continue their work remotely.

To aid in the coronavirus emergency response effort, SHA made [a site it purchased for Yesler redevelopment](#) temporarily available for a King County shelter, freeing up the shelter's regular location for use by Harborview Medical Center as a COVID-19 recovery area.

In late April, the state authorized construction projects to resume on the condition that they adhere to a 30-point safety plan. SHA established a detailed protocol to meet the requirement and continue construction on vitally needed housing at Yesler and elsewhere while ensuring the safety of staff, residents and contractors.



Photo courtesy of Amazon



## Meeting basic needs

Along with people around the world, SHA tenants were hugely impacted by the pandemic. Being low-income put many even further on the edge as the economy suffered and education moved entirely online. For those who are elderly or disabled, the pandemic created increased isolation and challenges. Recognizing its especially vulnerable population, SHA set up special programs and teamed up with partners to bring needed services right to tenants' doors.

SHA placed more than **20,000 wellness calls to residents and voucher participants** to check on their well-being. Callers asked if tenants had enough food and medicine and connected them with services if needed. The vast majority of tenants said they appreciated the calls and were doing well.

Working with **generous partners**, SHA delivered **24,000 meals to seniors and other vulnerable residents**, **6,000 meals per month were delivered to school children** learning at home and **community pantries served 400 households** per month. More than **150 families with infants received regular delivery of diapers**. None of this would have been possible without Amazon, Gourmondo, United Way of King County, Rainier Valley Food Bank, Farmer Frog, North Helpline, Sound Generations, Westside Baby, Seattle University, Costco and the West Seattle Food Bank.

## Meeting COVID-related needs

As the pandemic and science around it evolved, so did safety measures and the need for SHA to help tenants.

When public health experts confirmed that face coverings over the nose and mouth were critical to slowing the spread of coronavirus, SHA needed thousands for staff and tenants. Thanks to partners at the Council of Large Public Housing Authorities and UnitedHealthcare who **donated a large shipment of masks**, SHA was able to distribute more than **40,000 washable cloth masks**.

Nasal swab tests became a reliable way to determine if people had been infected with COVID-19, but many SHA residents faced challenges getting one if needed. Working with Neighborcare Health and other partners, SHA facilitated more than **1,000 free on-site COVID-19 tests** at six SHA locations.



Painting a mural  
at Rainier Vista





## Neighbors helping neighbors

Even as they maintained social distancing during the effort to stop the spread of coronavirus, the SHA community – tenants, staff and partners – found many ways to stay connected, help each other and lift each other's spirits. Here are a few examples.

- A Yesler resident, her son and her caregiver secured donations of forty 5-pound bags of rice to deliver to seniors and organized local seamstresses who volunteered their time to make 1,500 masks for the community.
- When a popular annual Mother's Day celebration at Yesler was canceled due to COVID-19, the staff donned masks and followed social distance guidelines to deliver a beautiful single rose and message offering support and help to more than 500 households.
- A Fort Lawton resident produced an e-newsletter to keep her community connected and share helpful resources and news.
- A community member in the Rainier Vista neighborhood donated his time to design a mural for a new youth center and enlisted some of the youth, practicing social distancing, to help paint it.
- Volunteers joined the effort to deliver meals to students in SHA communities.
- Two SHA sanitation drivers brightened the lives of a young boy and his mother stuck at home by greeting them with a smile every pick-up day, indulging the boy's fascination with their truck and presenting him with a toy truck of his own for the holidays.
- In a community normally bustling with events and activities, an artist at Yesler created and distributed Hello Yesler, a colorful community newspaper and activity guide with resident recipes and poetry, ideas for exploring the area and useful information about redevelopment services in multiple languages.

Free COVID-19  
testing at High Point



## Teaming up to keep kids on track

Building on a **long-standing partnership** to support the academic and social success of more than 5,400 students living in SHA-supported housing, SHA teamed up with Seattle Public Schools to address the unique needs of students coping with closed schools, remote learning, a lack of meals normally provided at school and the social challenges of isolation. Working together, SHA and SPS delivered food, laptop computers and devices to access the internet to students in need. SHA and SPS co-hosted eight events, attended by more than 2,000 households, where students and families were assisted with technology training and support and tips for successful online learning. More than 700 art and school supply kits were delivered to students at SHA.

## Innovative youth create website to stay connected

With guidance and support from SHA youth engagement staff, young people at NewHolly and Rainier Vista collaborated virtually to develop a website by youth to help other youth and their families stay engaged and informed during school and community program closures. The site featured education, employment and mental health resources as well as an online games league, digital storytelling, music projects, Girls Who Code content, links to community information and programs, a parent guide and more.

## Congratulations to the Class of 2020

SHA did not hit pause on helping students successfully complete their academic year and apply for higher education, financial aid and scholarships. Graduates celebrated their academic achievements however they could in a pandemic year, with signs outside their homes, virtual ceremonies or drive-through ceremonies like the South Seattle College “Can’t Stop Us!” drive-through graduation event. SHA staff created special gift bags for graduates and delivered them to each honoree’s home.

SHA Executive Director Andrew Lofton joined other community leaders in sending a personal message on social media wishing Seattle Public School graduates well.

## College Bound

Older SHA students appeared in **videos** encouraging seventh and eighth graders to sign up for the College Bound Scholarship program, which supports low-income youth by making an early commitment to cover up to four years of tuition at a Washington public or private university or a community, technical or private career college for students who complete high school with an average or better grade point average. The videos were produced in English, Spanish and Amharic.

## Math in Everyday Life

Teens participating in the 2020 Yesler Media Program created a video series called “**Math in Everyday Life**” to help elementary school children in the community learn math online. The videos, two of which were translated into Oromo, Tigrinya and Amharic, presented creative and fun ways to learn and enjoy math, using such things as cookies, basketball and a smoothie to illustrate points. The Multimedia Resources and Training Institute and Seattle University organized the project.







### Growing in more ways than one

NewHolly teens got creative and had the idea to **start a garden** in their community as an activity they could do while maintaining social distance. Over the summer, they built garden beds and planted peppers, zucchini, cucumbers, kale and other vegetables. The youth delighted in sharing their sustainably produced bounty with their families and local food drives.

### Radioactive youth

SHA partnered with KUOW's Radioactive broadcast education program and Delridge Neighborhood Development Association to engage NewHolly and Rainier Vista youth in the production of **their own stories**. The youth gathered over Zoom to write, record, and edit their pieces.

### Virtual Learning Buddies

In a collaboration with the Seattle Public Library, children at NewHolly were paired with high school students who received a stipend for helping the younger students improve reading skills in preparation for important state tests.



# Strengthening the commitment | Race and social justice

SHA has a deep and long-standing commitment to bringing about greater race and social justice, which served as a foundation for the ways in which SHA participated in a national outcry in 2020. As millions of people took to the streets to demand an end to the systemic racism that remains rooted in our society, SHA elevated efforts to help our staff and community come together to advance justice and equity.

## Communicating values

On Monday, July 20, 2020, members of the Seattle Housing Authority Board of Commissioners passed **two resolutions**. Resolution 5193: A resolution relating to race and social justice, denouncing racism and social injustice, committing the Seattle Housing Authority to an active role in eliminating racism in all its forms in Housing Authority administration and operations and dedicating the Housing Authority to social justice in all its activities. Resolution 5194: A resolution relating to Representative John Lewis, acknowledging his contributions to the civil rights movement in the United States and his accomplishments on behalf of the poor and disenfranchised and expressing appreciation for his courageous lifelong commitment to civil and human rights. The resolutions were communicated widely to staff, tenants, partners and the greater Seattle community.

SHA Executive Director Andrew Lofton marked numerous events and pivotal points throughout the year with messages to all SHA staff, acknowledging the impact of events, reiterating SHA's values and encouraging staff to speak out and take action.

In *The Voice* newsletter for tenants, SHA introduced a feature called **Celebrating Diversity, Working to End Racism** to share an evolving selection of stories and resources to deepen understanding, center the voices of Black, Indigenous and People of Color, and help develop anti-racist action among white people.

## Supporting engagement

Following the upwelling of anger and frustration following the murder of George Floyd in May, **SHA closed the agency at noon on June 12** to enable staff to participate in a Black Lives Matter Statewide Day of Action.

On **Juneteenth**, SHA encouraged staff to learn about the significance of the June 19 celebration and to participate in a Juneteenth march organized by King County Equity Now. SHA staff hand-delivered Juneteenth Celebration Boxes to more than 200 households across SHA communities. The boxes were filled with items inspired by the African American experience, fresh produce, natural cleaning products, self-care supplies, books, a special dessert from a Black-owned bakery, and a brochure listing local Black-owned businesses.

With the help of SHA's Race and Social Justice Committee, SHA brought in skilled facilitators and established ongoing Affinity Groups for people with shared race, ethnicity, sexual orientation and gender identity, and other identities to build relationships, share concerns, support each other and work collectively to advance race and social justice equity.



Assembling Juneteenth Celebration Boxes





SHA joined the Sounders FC, Seahawks, Seattle Storm, Seattle Mariners, OL Reign, Seattle Kraken and Seattle Unite in promoting a campaign called the **Democracy Cup** to encourage everyone, especially underrepresented and underserved people to complete the Census, register to vote, and vote. In “Count me in” videos, Seattle’s professional athletes shared what’s important to them, why they vote and the importance of making our voices heard.

### Advocating for change

SHA and the King County and Tacoma Housing Authorities wrote a joint letter to U.S. Department of Housing and Urban Development Secretary Ben Carson opposing termination of the Affirmatively Furthering Fair Housing rule, a critical tool in undoing racism in housing policies and practices. Washington’s Congressional delegation was copied. A **joint guest editorial** on the subject, adding Renton Housing Authority as a signatory, was sent to regional media outlets.

In January, before the coronavirus health emergency was declared, SHA helped NewHolly youth attend two events centered around Martin Luther King Day. The students participated in an annual march and traveled to Olympia to participate in Washington State’s Prevention Policy Day, a day dedicated to youth advocating for healthy community policies.







# Housing | At the core of our mission

Providing a safe, stable, affordable home is at the heart of SHA's services to help people lead healthy, productive lives. SHA continually looks for opportunities and partnerships that will lead to more housing, for more people. In 2020, an exciting new project was announced, Yesler redevelopment didn't miss a beat and SHA's Housing Choice Voucher program helped more people find permanent homes.

## SHA housing development

### Northgate Commons

In February 2020, the Seattle Housing Authority and the City of Seattle announced a **partnership to redevelop the Northgate Apartments**, which SHA purchased at the end of 2019. The 8.5-acre property, located near I-5 just north of Northgate Mall and the Northgate Link Light Rail station, will become a new mixed-use community that will expand affordable housing and include community and social services, market-rate housing and businesses.

### Yesler

The **redevelopment of Yesler** hit a significant milestone in 2020 when households from the last of the original housing units relocated to new housing of their choice, either on-site in a new Yesler building or housing in another community.

**Yesler: A Vision Taking Shape** Take a **video guided tour** with a resident and her son to see the progress taking place at Yesler.

Private partners are a key part of the progress. In 2020, Mill Creek completed its Emerson Apartments at Yesler and Kaiser Permanente purchased 1.6 acres for a state-of-the-art specialty care facility.

The Seattle Chinatown International District Preservation and Development Authority, in partnership with Community Roots Housing, was selected by SHA to build 156 affordable apartments designed for families and an early learning center.

The Urban Land Institute awarded its 2020 Jack Kemp Excellence in Affordable and Workforce Housing Award to SHA's Red Cedar apartments at Yesler.

## Housing Choice Vouchers

In addition to its nearly 8,500 units of owned/managed housing, SHA administers more than 7,000 tenant-based vouchers, which provide a subsidy so that people can afford to rent in the private rental market, and more than 3,000 collaborative housing vouchers, which subsidize units managed by nonprofit providers of housing and services in Seattle.

### Helping veterans and people with disabilities find homes

In 2020, SHA received 60 new vouchers designated for veterans in need of housing and 42 additional vouchers for non-elderly adults with disabilities.

### 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 at the school in the school's surrounding enrollment area. In the 2019-2020 school year, 11 additional homeless families received housing, bringing the total to 37 families.

### Creating Moves to Opportunity

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 these neighborhoods have significantly improved outcomes as adults. In 2020, CMTO entered the third study phase, with 54 families referred to the program.



## Digital equity | Online is a lifeline

If one thing came to the fore as the pandemic drove social interaction, education, health care and almost every other business and service to become virtual, it was the digital divide. SHA has long recognized the trend toward greater online social and business engagement and has a formal Digital Initiative to help tenants and others take advantage of more convenient services, while working to make sure everyone can access them. This work progressed throughout 2020.

### Advances in advocacy

SHA joined forces with the Council of Large Public Housing, Senator Patty Murray's office and others to encourage legislation and funding for emergency broadband access for people with low incomes, and to make affordable in-unit broadband part of basic infrastructure going forward.

### Community Wi-Fi

SHA installed Wi-Fi in 50 more buildings in 2020, with a goal to complete all SHA buildings by 2021.

### Helping families navigate online

A Family Digital Navigators program was launched to enlist young people living in the Yesler community to help resident families build digital skills and gain access to critical online services. Led by an SHA partner nonprofit, the Multimedia Resources and Training Institute, and supported by the City of Seattle, the young navigators conducted a Digital Equity Needs Assessment Survey and developed a plan to help about 60 families with access to high-speed internet, devices and training on basic computer skills.

### Telehealth pilot

With support from SHA staff, the City of Seattle's Community Technology Advisory Board, Aging & Disability Services and Neighborcare Health, residents at SHA's Pinehurst Court submitted an application to the King County COVID-19 Fund to support a senior telehealth pilot.



“I thrive to be the voice of the community that represents me. Digital access is becoming one of the biggest necessities especially nowadays because of the pandemic. Hence, I want to make sure that I have done everything within my power so my people have equitable access to this necessity.”

Hermela,  
Family Digital Navigator

### Collaborating to get more families online

SHA collaborated with Seattle Public Schools and an internet service provider to register more than 50 families for free basic internet and mobile hotspots.

### National award for SHA's Digital Initiative

The National Association of Housing and Redevelopment Officials (NAHRO) honored the Seattle Housing Authority with an Award of Merit and later a higher Award of Excellence for its Digital Initiative and the work SHA is doing toward digital equity.



## Holiday lights

The Yesler Pedestrian Pathway, a neighborhood connector that normally provides multiple places for the community to gather, was decorated with festive holiday lights to bring some visual beauty and joy to the community while COVID-19 restricted in-person celebrations.



Photo credit: Hannah Wilson, Black Farmers Collective





# Community | Resilience was the word of the year

Throughout a pandemic year, people in SHA communities found ways to stay connected, produce art, share music, grow food, be healthy and find joy.

## NewHolly gets another RAVE

Following huge enthusiasm by youth and families for the first Sounders FC/RAVE Foundation soccer field at Yesler, the RAVE Foundation selected another SHA community – NewHolly – as the **site of their next community partnership field**. The fields, which are open to all and often serve as the site of free soccer clinics with Sounders players, give kids a place to be safe and healthy, and a place to feel they belong.



## Remembering Thanh

*“One day I may not live but all my artwork, what I've given out to the community, will be here.”*

Thanh, featured in an **SHA resident video profile**, embraced art after suffering a traumatic brain injury. His images of hoa mai blossoms, a flower important in Vietnamese culture, adorn SHA's Hoa Mai Gardens lobby. Thanh passed away in December of 2020.

## High Point gets Stay Healthy Streets

The City of Seattle designated several streets in the High Point community as Stay Healthy Streets, a program to close select roads in neighborhoods throughout the city so that people could get outdoors for some safely distanced walking and biking free of cars.

## Black Farmers Collective YES Farm

SHA worked with the **Black Farmers Collective** to establish the YES Farm in the right-of-way along Interstate 5 just south of Yesler Way. In 2020, the urban farm thrived as a bountiful community garden that also hosted youth programs and a bio-sciences class from Seattle University.

## Lifting spirits through music

Artist Sumayya Diop sang and played drums in four different Yesler building courtyards on a weekly basis. Her exuberant dancing and singing brought joyous activity to a weary community of residents, who safely listened with masks on from windows and balconies. Some residents danced on their balconies, while others enjoyed the gift of Sumayya's music from inside their apartments.



## Sculpture honors residents' resilience

Through a grant from the Kresge Foundation, SHA has been able to commission artists to engage Yesler residents in art and to create works of art for the community. The latest artwork, **Megastrobili** by artist George Lee, is a series of six life-size boulder-like forms modeled after the seed pods of the grand Monterey Cypress tree. Inspired by stories shared by elders in the Vietnamese Garden Club and East African Food and Fitness Programs about the rich gardening traditions of the community and residents' immigration experiences, the sculpture honors residents' resilience through periods of change and growth.

## Seattle-King County Clinic

For the sixth year, the Seattle Housing Authority was a supporting partner of the **Seattle-King County Clinic**, which provides free medical, dental and vision care to thousands in need.

## JobLink | Helping people through

SHA's JobLink program 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.

### Responding to the crisis

The COVID-19 pandemic upended many of the normal ways **JobLink** helps tenants, and tenants not usually in need of employment resources needed help with accessing special federal COVID-19 aid programs. The pandemic had sweeping impacts on the labor market and some JobLink participants experienced layoffs as employers temporarily or permanently closed their operations. Hiring slowed significantly in many sectors. Some tenants had to postpone their job search due to health concerns or new caregiving and remote schooling responsibilities. Others chose to turn to education to build skills that could position them well for lasting changes in the labor market. Within this context, JobLink augmented its support with an array of additional services including:

- Establishing a helpline for any SHA tenant seeking assistance around receiving federal stimulus checks or unemployment benefits, coping with job impacts or conducting a job search under the difficult circumstances.
- Connecting tenants to broadband and devices enabling continuation of work search and education during pandemic, including distributing laptops to some high school and college students.
- Continuing to deliver individualized support virtually for college enrollment, job search and interview preparation.
- Offering critical financial support for qualified education and employment needs.

### A boost to help jumpstart careers

The Seattle Housing Authority is committed to offering job opportunities for public housing residents or others who meet the income limits defined in Section 3 of the U.S. Housing and Urban



“I'm hopefully making a difference, being patient and showing the kindness that was shown to me.”

Mitch

Development Act of 1968. The program, known simply as “**Section 3**” helps people with low incomes gain the skills and jobs needed to become self-sufficient, and it provides opportunities for qualified, low-income business owners to receive preference in bidding on HUD-funded contracts. More than 40 percent of SHA staff members were originally hired as Section 3 participants.

### Mitch

Mitch, **featured in an SHA video profile**, is a Seattle father who got his start in construction through Section 3. He has worked on four new SHA residential buildings as a laborer and general foreman, mentoring others along the way. In December 2020, Mitch was promoted to a superintendent role with Andersen Construction.



# 2020 Board of Commissioners

## From the Board Chair

The pandemic swept over the world, the nation and our community in 2020, forcing businesses to shut down, interrupting vital supply chains, prompting schools to close and swamping our health care systems. In reflecting on the year, my colleagues on the Board of Commissioners and I share deep sorrow for the losses it brought to so many people. At the same time, we feel incredibly proud of SHA and the innovation, dedication and commitment of this agency to take care of those we serve.

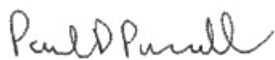
From our perspective as a board, we witnessed an agency that, under the strong leadership of Andrew Lofton, our Executive Director during this trying time, smartly and tirelessly navigated uncharted territory and rose to meet every challenge.

I especially want to acknowledge our staff who continued to work on-site to maintain our tenants' residences and provide services that could not be done remotely. SHA provided full protective equipment and strict protocols were followed to keep staff and residents safe. But unlike many of us who were able to stay home, these essential workers showed up every day to keep people served, safe and comfortable, and we deeply appreciate their work.

I also want to express our gratitude to the many organizations and individuals outside of SHA who helped us keep our tenants safe, fed and healthy. You will see the names of some of these partners in the pages of this report. We could not have managed the food preparation, COVID-19 testing, student support and other special programs needed during the pandemic without their concern and generosity.

My board colleagues and I are also proud of SHA's commitment to racial equity and social justice. In 2020, we passed an official SHA Board Resolution, and shared it with the greater SHA community, to articulate and amplify that commitment as central to our strategic planning. 2020 was a year that saw a national uprising against racism. Events of the year also starkly reminded us that we have much more work ahead to end it. SHA will not waiver in our effort to contribute to greater equity and justice.

Finally, as we prepared for the retirement of our outstanding executive director Andrew Lofton, we are grateful that our long-serving Director of Operations Rod Brandon stepped forward as the best candidate to assume leadership of the agency. We look forward to working with the leadership team on new directions and strategies that take advantage of what we learned in 2020 and that further enhance SHA's mission and performance. We will continue to look for opportunities to serve more people and to serve them more effectively. SHA will move forward with dedication to providing safe, affordable, quality housing for our community. Thank you to all who assist us in this vital mission.



Paul Purcell



**Paul Purcell**  
Chair



**Dr. Paula Houston**  
Vice-Chair



**Robert Crutchfield**



**Michael Diaz**



**Twyla Minor**



**Gerald Smiley**



**Deborah Canavan Thiele**

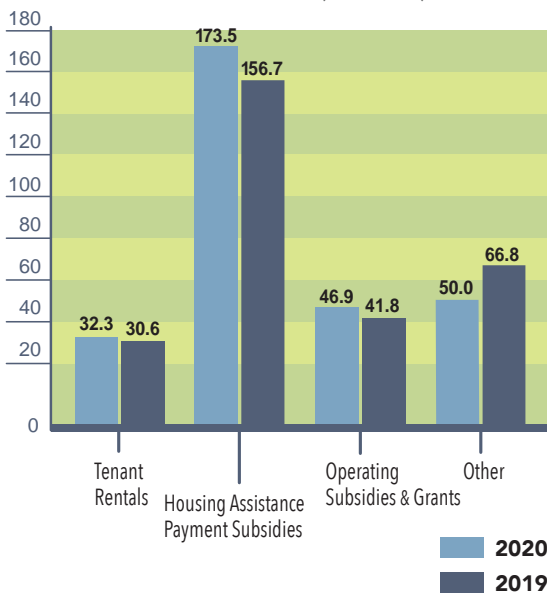


**Emily Abbey**, a longtime resident of the Seattle Housing Authority who served as a member of SHA's Board of Commissioners from 2015 until 2019, passed away on July 28, 2020. We remember Emily fondly, and appreciate her service to the SHA community.

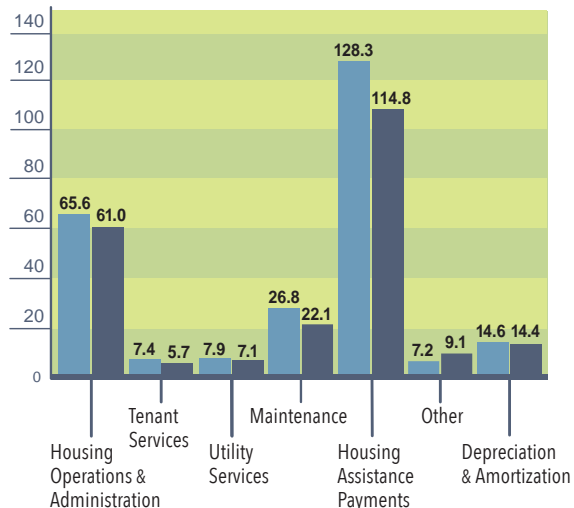
# 2020 Financial highlights

During 2020, Seattle Housing Authority increased total net position by \$47.4 million or approximately 7.0 percent which was mainly a result of increased operating subsidies from HUD for the Housing Choice Voucher program, CARES grant funds received for responding to COVID-19, and continued strong sales of land at Yesler Terrace. Operating revenues of \$302.7 million increased 2.3%, while operating expenses, at \$257.8 million, were 10.0% higher in 2020 than in 2019. The operating numbers from 2019 to 2020 were affected by the merger of High Point North Limited Partnership which was dissolved LP in October, 2020.

**OPERATING REVENUE** (in millions)



**OPERATING EXPENSES** (in millions)



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

for the year ended December 31, 2020

	SHA Totals	Tax Credit Partnership Totals
<b>REVENUES and CONTRIBUTIONS</b>		
Tenant rentals and sales	\$ 32,260,851	\$ 34,755,319
Housing assistance payment subsidies	173,524,270	—
Operating subsidies and grants	46,906,549	—
Interest income	4,352,847	26,245
Capital contributions	8,145,562	38,619,574
Other	50,000,158	1,681,522
<b>Total revenue and contributions</b>	<b>315,190,237</b>	<b>75,082,660</b>
<b>EXPENSES</b>		
Housing operations and administration	65,586,746	9,457,824
Tenant services	7,385,417	—
Utility services	7,888,138	5,836,251
Maintenance	26,771,433	9,116,042
Housing assistance payments	128,335,785	—
Interest expense	6,410,520	9,495,381
Change in fair value of investments	4,107	106,879
Disposition of assets	32,734	—
Depreciation and amortization	14,602,298	14,727,554
Other	10,744,460	2,731,518
<b>Total expenses</b>	<b>267,761,638</b>	<b>51,471,449</b>
Change in net position	47,428,599	23,611,211
<b>Total net position at beginning of year</b>	<b>679,008,907</b>	<b>76,618,944</b>
<b>Total net position at end of year</b>	<b>\$ 726,437,506</b>	<b>\$ 100,230,155</b>

## STATEMENT OF NET POSITION

December 31, 2020

<b>ASSETS and DEFERRED OUTFLOWS</b>		
Cash equivalents and investments	\$ 174,115,459	\$ 83,705,733
Accounts receivable	24,132,737	1,333,189
Inventory and prepaid items	1,051,565	977,122
Restricted investments	100,977,067	207,465
Assets held for sale	793,846	—
Other	9,466,985	8,638,203
Capital assets, net of depreciation	517,170,523	454,049,942
Notes receivable	260,363,944	—
<b>Total assets</b>	<b>1,088,072,126</b>	<b>548,911,654</b>
Deferred outflows	6,235,953	—
<b>Total assets and deferred outflows of resources</b>	<b>\$ 1,094,308,079</b>	<b>\$ 548,911,654</b>
<b>LIABILITIES</b>		
Accounts payable	\$ 10,655,755	\$ 47,923,881
Accrued liabilities	6,648,875	4,415,225
Short-term borrowings	—	100,000
Security deposits	1,853,551	1,360,213
Unearned revenue	96,123,022	167,155
Long-term debt	225,191,246	394,218,924
Accrued compensated absences	4,434,392	496,101
Net OPEB and pension liabilities	17,519,572	—
<b>Total liabilities</b>	<b>362,426,413</b>	<b>448,681,499</b>
Deferred inflows of resources	5,444,160	—
<b>Total liabilities and deferred inflows of resources</b>	<b>367,870,573</b>	<b>448,681,499</b>
<b>Net assets</b>		
Investment in capital assets, net of related debt	302,066,288	103,019,350
Restricted for debt service and other purposes	91,525,732	25,507,711
Unrestricted	332,845,486	(28,296,906)
<b>Total net position</b>	<b>726,437,506</b>	<b>100,230,155</b>
<b>Total liabilities, deferred inflows of resources and net position</b>	<b>\$ 1,094,308,079</b>	<b>\$ 548,911,654</b>





## 2020 Executive staff

**Andrew 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

**Terry Galiney**

Director of Development

**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

**Lisa Wolters**

Director of Intergovernmental  
Relations

**Shelly Yapp**

Chief Financial Officer



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