



# Seattle Housing Authority 2016 Strategic Plan Year-End Report

2016-2020 Strategic Plan  
April 2017

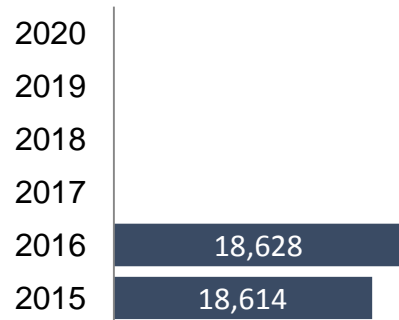
# Strategic Directions

## Key Performance Indicators

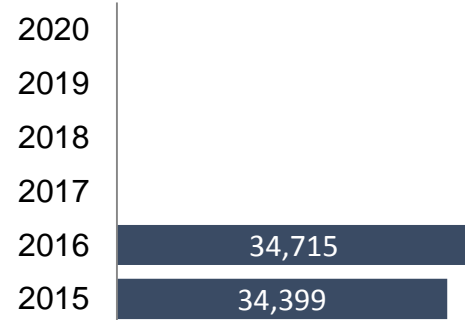
### Expand Housing Opportunities

Create more affordable housing

**18,628**  
unit capacity



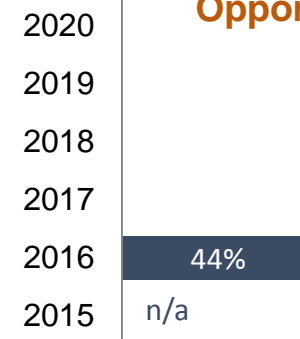
**34,715**  
people housed



### Promote Quality Communities

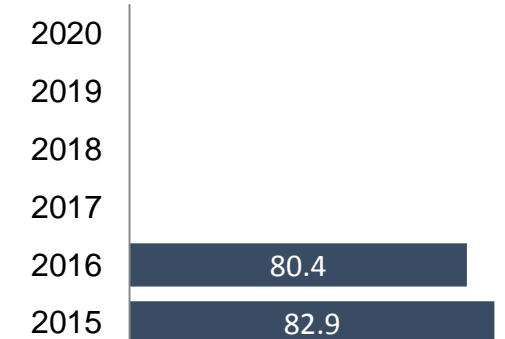
Connect people to opportunity

**44%** of households  
in Moderate to Very High  
Opportunity Areas



Preserve and promote high quality housing

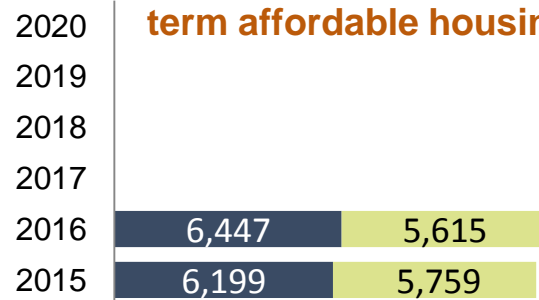
**80.4** average  
REAC score



### Improve Quality of Life

Enhance senior and disabled living

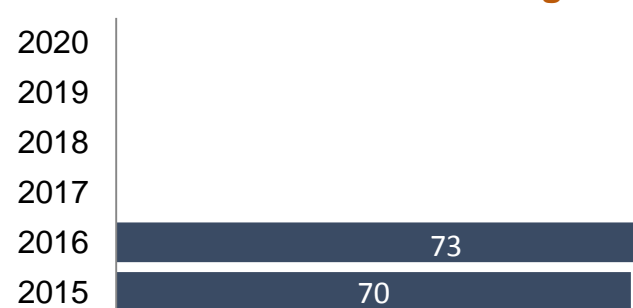
**12,062**  
elderly & non-elderly  
disabled adults with long-  
term affordable housing



■ Elderly ■ Disabled Non-Elderly

Economically empower people

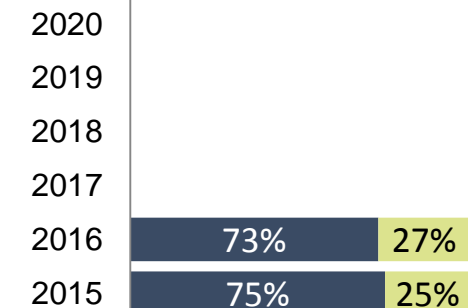
**73** work-able households  
graduated SHA housing with  
self-sufficient earnings \*



\*preliminary results

Support youth achievement

**73%** SHA students absent  
fewer than 18 days in a year



■ < 18 absences ■ >= 18 absences

# Organizational Cornerstones



Engaging Service & Respectful Relationships



Staff Excellence



Partnership & Coordinated Action



Financial Stability & Efficiency



Race & Social Justice



Environmental Stewardship



Innovation

As stewards of the public trust, we pursue our mission and responsibilities in a spirit of service, teamwork and respect. We embrace the values of excellence, collaboration, innovation and appreciation.

# Expand Housing Opportunities

In 2016 SHA served 17,027 households, 13,895 with incomes at or below 30% AMI.

## Create more affordable housing

With the completion of Raven Terrace this year, SHA replaced 50 previously demolished units and added 33 new affordable units, and broke ground for Hoa Mai Gardens which will replace 70 units and add 41. This added **74 new affordable units** in total to SHA's housing stock.

In 2016, SHA negotiated for the **inclusion of 39 new Workforce units** which serve households at 80% AMI at the Batik Apartments. These units will be completed in early 2018.



## Advance affordable housing policy

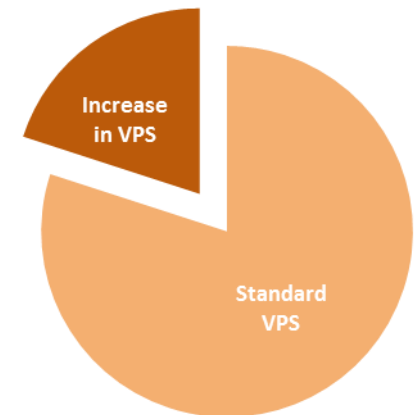


In Spring of 2016 the Department of Housing and Urban Development officially **extended SHA's Moving to Work (MTW) authority through 2028**. MTW authority allows SHA to pursue innovative, locally-designed housing and self-sufficiency initiatives.

SHA staff led tours of Yesler Terrace with U.S. Senator Patty Murray's and Representative Adam Smith's staffs to educate them on the guiding principles of the project and SHA's plans to create a vibrant, mixed-income neighborhood.

## Diversify housing choice

In 2016, SHA's Housing Choice Voucher (HCV) department introduced a change in the calculation of the Voucher Payment Standard (VPS) in order to provide voucher holders with greater opportunity to quality housing in Seattle's competitive housing market.



This **increased the VPS by 20%** and helped voucher holders keep pace with Seattle's competitive rental market..

# Promote Quality Communities

## Preserve and promote high quality housing

Progress continues at the Yesler Redevelopment project. In 2016 **83 new affordable apartments** were leased at Raven Terrace for low-income households. This year 13 households who were Yesler Terrace tenants prior to the redevelopment project have used their Right to Return lease to move into new units at Raven Terrace.



An ongoing \$18 million dollar exterior renovation project at NewHolly is **preserving 289 affordable housing units** and **creating an additional 16 affordable units**. SHA rehabilitated 10 single family homes, preserving these public housing units for large low-income families.

The Resource Conservation and Sustainability Team helped **save more than \$314k** in avoided costs in 2016 through monitoring utility consumption and maintaining infrastructure.



## Connect people to opportunity

Over the course of the year, **155 households with 275 people** moved into **High Opportunity Areas**. These are areas with high-performing schools, availability of sustainable employment and access to amenities such as parks and public transportation.

## Strengthen community and service

SHA partners with approximately **30 community providers** to connect residents with services such as aging and disability services, tutoring, mental health support and job training. In 2016, approximately **8,000 residents** accessed these services.

# Improve Quality of Life



## SHA houses 1 in 10 Seattle Public School students

### Support youth achievement

Building on the Choice Neighborhood Initiative, SHA launched a Home from School pilot at Bailey Gatzert that leverages existing **community partnerships** and **strengthens our relationship with the Seattle School District**. The pilot provides outreach, enrollment, long-term stable housing and pre-post move support to Bailey Gatzert families experiencing homelessness. Continuity in the neighborhood school increases academic achievement for all students. In the future the pilot may expand to different neighborhoods and schools.

## 38% of the people SHA serves are elderly or non-elderly disabled.

### Enhance senior and disabled living

As of December 31, 2016 **SHA housed 6,447 seniors and 5,615 non-elderly people with disabilities**. In 2016, the SHA completed full exterior renovation projects on Phinney Terrace and Pinehurst Court. These projects preserved the buildings, allowing the agency to continue to serve low income seniors at these locations.



## 53 SHA adult residents earned post-secondary credentials.



## SHA supported 144 residents in pursuing education at Seattle-area colleges.

### Economically empower people

**390 SHA residents** attended Opportunity Workshops in 2016. Of those, 83 obtained employment with an average wage of \$15.39/hr. Economic Opportunity staff at SHA helped **354 residents secure employment.**