



# SEATTLE HOUSING AUTHORITY STRATEGIC PLAN YEAR-END REPORT 2017



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## Mission

Seattle Housing Authority's mission is to enhance the Seattle community by creating and sustaining decent, safe and affordable living environments that foster stability and increase self-sufficiency for people with low incomes.

## Values

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.



## FROM THE EXECUTIVE DIRECTOR

Two years ago, the Seattle Housing Authority launched a new five-year Strategic Plan to guide our efforts in enhancing the Seattle community by creating and sustaining decent, safe and affordable living environments for people with low incomes. When we developed the 2016-2020 Strategic Plan, Seattle was experiencing unprecedented growth and prosperity, which brought with it challenges in housing and other basic needs for people with low incomes in our city. Today, as we near the halfway mark of the five-year plan, the economic growth in our region continues at a rapid pace and the challenges for those left out have not diminished. Our work to create more affordable housing, sustain high-quality communities and provide SHA tenants with services to help them lead healthy, productive lives is more critical than ever.

I am pleased to report that over the past year we have continued to make progress in meeting our key objectives and tackling the rising homelessness and affordability crises. At the end of 2017, SHA was serving 34,543 individuals in 17,134 households. Staff excellence is one of the seven organizational cornerstones in our Strategic Plan and I am proud of the over 550 people at SHA who embody innovation and respectful service in our effort to ensure tenants have safe, stable housing and access to opportunities to improve their lives.

Our staff strength and our many valued community partnerships positioned us to advance the objectives in the 2016-2020 Strategic Plan over this past year. I want to thank our staff, the tenants living in SHA housing and using a Housing Choice Voucher and our committed partners for sharing a vision of a future in which all of Seattle's residents have a place to live and grow.

Sincerely,



Andrew J. Lofton  
Executive Director



*Andrew cuts the ribbon with help from a young resident and Karen Miller, Commission Chair, Washington State Housing Finance Commission, at the grand opening of Hoa Mai Gardens, the newest building at Yesler.*

## Organizational cornerstones

SHA's organizational cornerstones reflect our values in action. These qualities help form the foundation of how we advance our mission and pursue strategic directions. SHA's culture is driven by a commitment to excellence that continually strengthens these cornerstones.

### Engaging service and respectful relationships



SHA is committed to providing consistently high-quality service and respectful interactions. SHA honors and assists participants and communities through service and engagement that recognize their unique needs and strengths.



### Staff excellence

SHA is committed to recruiting, retaining, and developing people whose skills and dedication allow them to consistently perform at the top of their field. SHA trains and invests in a well-equipped workforce to support the agency's day-to-day operation in pursuit of its mission.



### Partnership and coordinated action

SHA engages in partnerships and leverages resources to extend services beyond core housing programs. SHA aligns partners, programs and service delivery to accelerate progress on strategic directions.

### Financial stability and efficiency



SHA manages its resources to maximize the impact and cost-effectiveness of its operations as well as the value and longevity of its assets. SHA focuses on strengthening its financial condition, streamlining service-delivery and being good stewards of the public trust to best serve people now and into the future.



### Race and social justice

SHA is committed to delivering services in a culturally competent way, free of racism and prejudice, to minimize the impacts of poverty as well as to advance and support social justice. SHA strives to eliminate individual, institutional and systemic racism in its policies and practices.

### Environmental stewardship



SHA incorporates environmental stewardship into daily practices and long-term decision-making to allow for more cost-effective investments, inventive approaches to complex sustainability challenges, healthier working and living environments for staff and participants and broader impact within the community.



### Innovation

SHA actively pursues creative, innovative and impactful solutions to expand organizational capacity, improve service and meet participant and community needs. SHA continually uses high-quality information and effective analysis to plan and evaluate its actions.

## Strategic directions and key objectives

SHA’s strategic directions are “big picture” outcomes that are expected to be the focus of the agency through 2020. Key objectives are measurable actions that guide policies and investment in pursuit of strategic directions.

Strategic directions	<b>Expand housing opportunities</b> SHA serves more people by cultivating additional resources and employing strategies that have the biggest impact on increasing Seattle’s affordable housing choices.	<b>Promote quality communities</b> SHA invests in safe, quality housing and connects participants to communities, resources and services that are designed to meet their needs.	<b>Improve quality of life</b> SHA partners to use housing as a platform to improve quality of life by enhancing health, supporting education and skill development and other services to help people reach their full potential.
Key objectives	<b>Create more affordable housing</b> Prioritize strategies and leverage resources to enable increased rental assistance and housing units for more people in need of affordable housing.	<b>Preserve and promote high quality housing</b> Provide safe, accessible, sustainable and attractive living environments that contribute to the quality of Seattle neighborhoods through preservation and redevelopment of SHA’s housing stock.	<b>Enhance senior and disabled living</b> Connect senior and disabled participants to the services they need and facilitate access to other housing choices along a continuum of care as appropriate
	<b>Advance affordable housing policy</b> Champion public policies that will increase the viability, availability and accessibility of affordable housing for people with low incomes.	<b>Connect people to opportunity</b> Invest in communities through partnerships so that neighborhoods where participants live support access to opportunities such as good jobs, parks, transit, arts, high-performing schools and healthy living.	<b>Economically empower people</b> Assist participants in benefiting from education and employment to increase their economic security, skills, income, assets and financial well-being.
	<b>Diversify housing choice</b> Expand available housing choices, demonstrate alternative housing models and preserve and increase access to neighborhoods throughout Seattle that would otherwise be out of reach for people with low incomes.	<b>Strengthen community and service</b> Facilitate effective and supportive relationships and respectful interactions among participants, staff, partner organizations and neighbors so that people feel valued, proud and connected to the community they live in.	<b>Support youth achievement</b> Promote access to high-quality learning opportunities for young children, youth and young adults that increase educational performance, college and career readiness and encourage lifelong well-being.

# 2017 BY THE NUMBERS: INDIVIDUALS

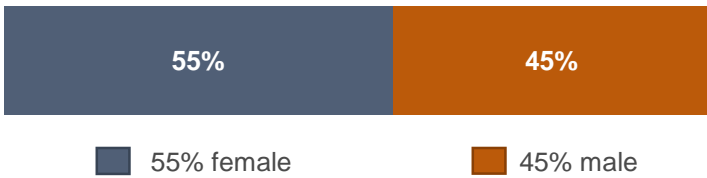


# 34,543

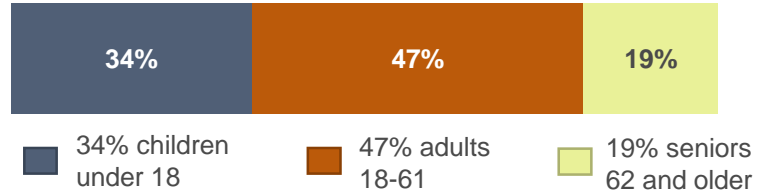
## people served



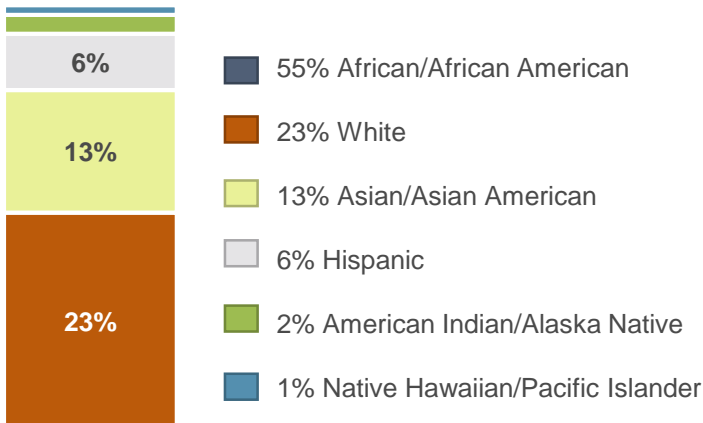
### Gender



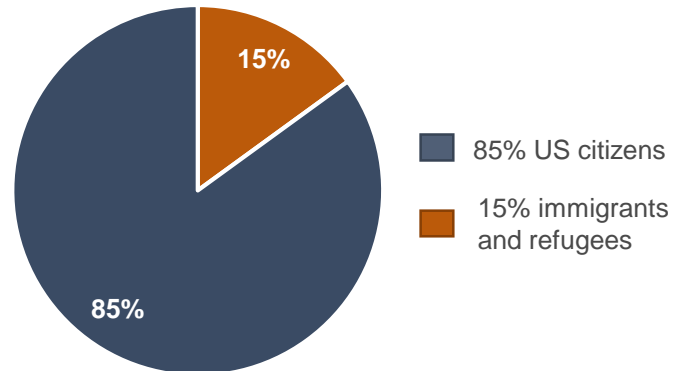
### Age



### Race and ethnicity



### Immigrants and refugees



## 53 languages spoken

Top non-English languages spoken:

1. Somali
2. Vietnamese
3. Amharic
4. Tigrinya
5. Cantonese
6. Spanish
7. Oromo
8. Russian





# 2017 BY THE NUMBERS: HOUSEHOLDS

**17,134**  
households served

## Capacity to serve

**8,082**

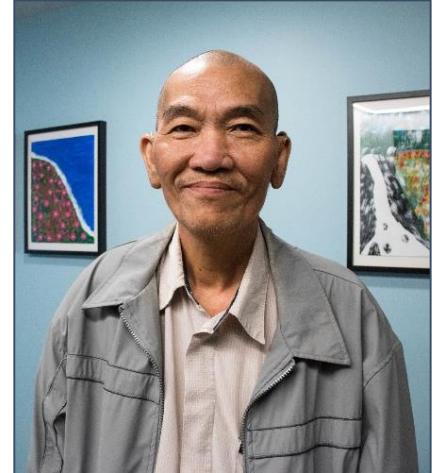
SHA owned/  
managed units

**6,866**

Tenant-based  
vouchers

**3,743**

Collaborative  
housing units



### Households with children



29% of households have children

71% of households have no children

### Work-able households\*

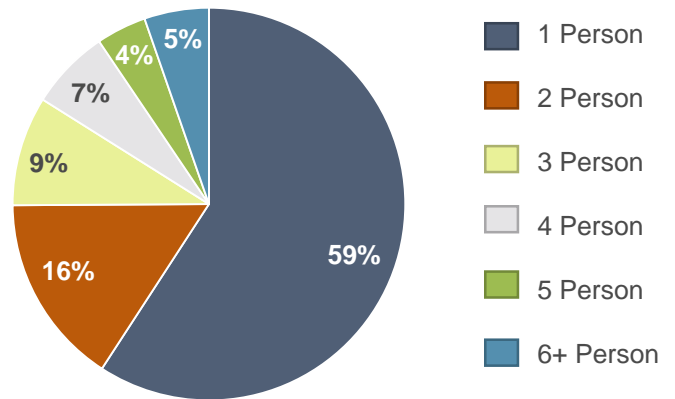


38% of households have at least one work-able adult

62% of households have no work-able adults

\*For this purpose, a work-able household is a household with at least one member age 18-61 without a disability.

### Household distribution by family size

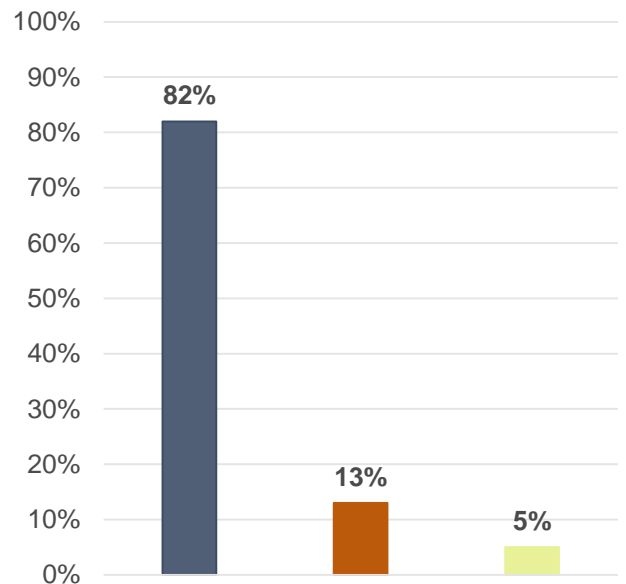


82% of households earn 0-30% of AMI

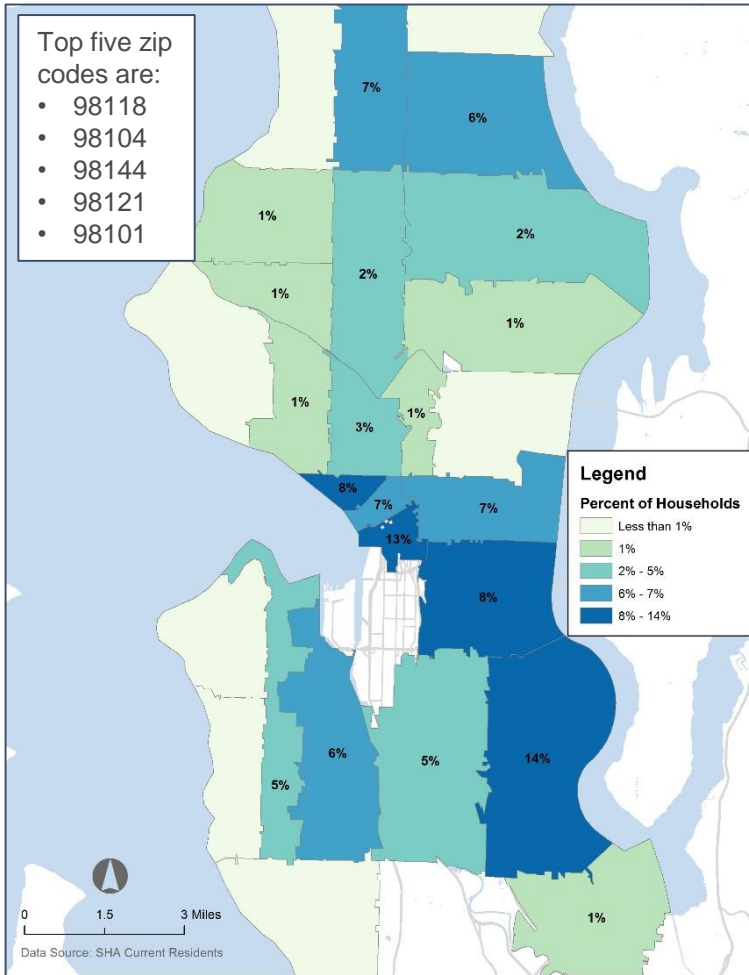
13% of households earn 31-50% of AMI

5% of households earn 51% or more of AMI

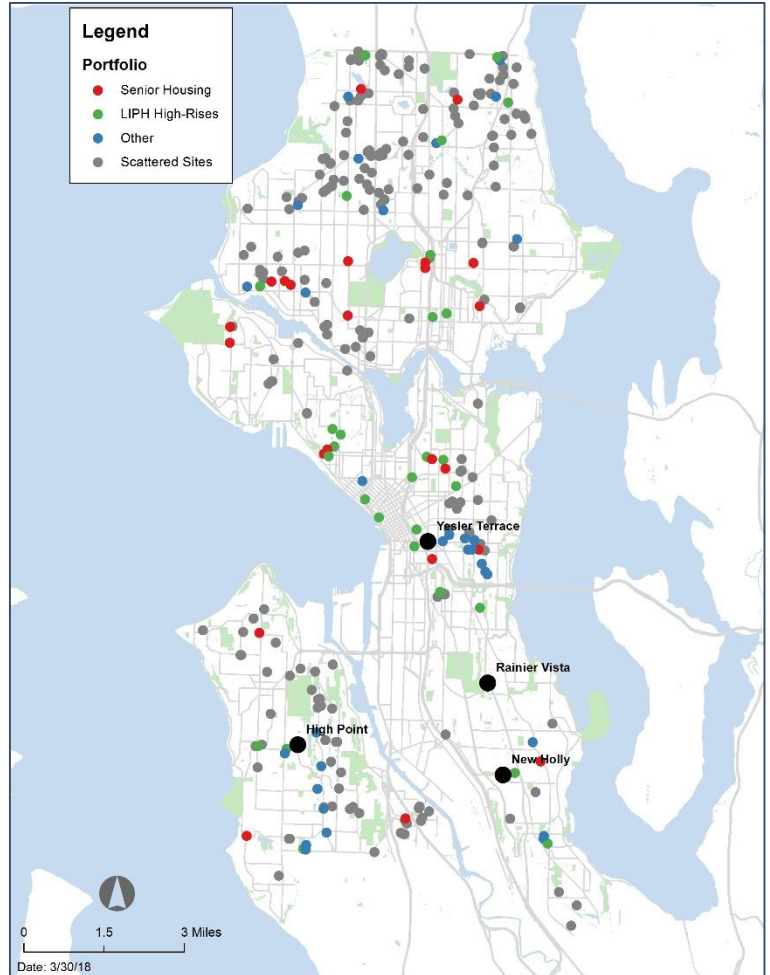
### Area median income (AMI)



## Distribution of Housing Choice Voucher households in Seattle:



## Location of SHA-owned and managed properties in Seattle:



*Voucher map excludes voucher households that are using their voucher outside of Seattle (port-outs).*







## ORGANIZATIONAL CORNERSTONES



Engaging service and respectful relationships



Staff excellence



Partnership and coordinated action



Financial stability and efficiency



Race and social justice



Environmental stewardship



Innovation

SHA staff demonstrate our organizational cornerstones daily in our work, our interactions with residents, coworkers and the public and our commitment to SHA's mission. Some of the activities that best exemplify our organizational cornerstones from 2017 include:



**Financial excellence:** Seattle Housing Authority continues to be recognized for our financial and risk management programs. For the twentieth year in a row, SHA received the Government Finance Officers Association Certificate of Excellence in Financial Reporting. We also maintained our Standard and Poors' AA credit rating, one of only four among U.S. housing authorities and the highest rating of any housing authority. This result is due to favorable liquidity and debt ratios.



A family spending quality time together at the NewHolly Family Fun Fest in August 2017.



**FUP/FSS Youth Demonstration:** In partnership with the YMCA of Greater Seattle and YouthCare, the Housing Choice Voucher department (HCV) launched the Family Unification Project/Family Self-Sufficiency (FUP/FSS) Youth Demonstration, which significantly increased youth participation in the FUP program. This means that more young people are moving into stable housing and reuniting with their families.



**VASH issuance:** In partnership with the Veterans Administration, HCV deployed same-day issuances of Veterans Administration Supportive Housing (VASH) vouchers to ease the process for the veterans, which ultimately increased voucher utilization among unstably housed veterans and their families.

# ORGANIZATIONAL CORNERSTONES



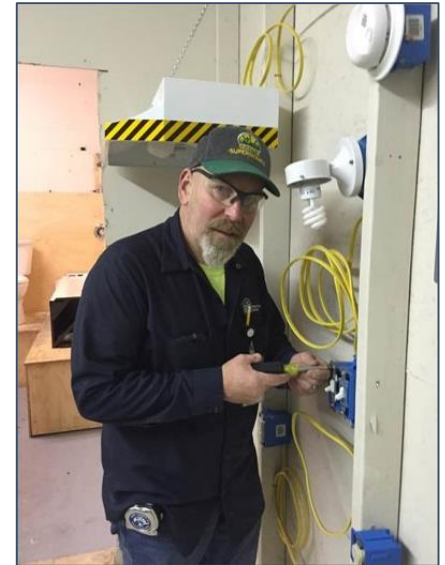
**SMART program:** Impact Property Services (IPS) developed and launched the Specialized Maintenance and Repair Training (SMART) program through which maintenance mechanics are trained to complete an increased variety of tasks. This training increases trades staff skills and enables them to complete more types of capital and preventative maintenance projects. Staff morale has increased through the training program and staff training has created better teamwork across the division and the department.



**Assessment of Fair Housing:** SHA, in conjunction with the City of Seattle, was among the first in the nation to complete the new Assessment of Fair Housing (AFH). Through the AFH, we analyzed housing access in Seattle for protected classes and other marginalized populations. Three hundred and ninety (390) residents engaged in developing the AFH. Results and recommendations were shared with decision-makers at both organizations and the Assessment was accepted with no edits by HUD.



**Race & Social Justice Initiative:** Human Resources and the Race and Social Justice Initiative (RSJI) Steering Committee continued to ensure that all new employees receive foundational training in race and social justice principles during the onboarding process. By the end of 2017, 707 employees had completed the Race and Social Justice Foundation training. Thirty employees who lead race and social justice efforts across the agency also attended a two-day Undoing Institutional Racism training in 2017.



An IPS employee upgrading his skills at SMART.

## Spotlight: Environmental stewardship



*SHA incorporates environmental stewardship into daily practice and long-term decision-making to allow for more cost-effective investments, inventive approaches to complex sustainability challenges, healthier working and living environments for staff and participants and broader impact within the community.*

In 2017, SHA continued our commitment to environmental stewardship through projects across the agency, from development and renovation projects to resident support services and more. These projects have saved SHA and residents money, created healthier homes for residents and promoted a cleaner environment. Some highlights from 2017 include:

- Piloting a waste diversion strategy in partnership with Goodwill Haul-A-Way to improve waste diversion and address abandoned bulky items at SHA properties.
- Working with Seattle Public Utilities' RainWise Rebate program to install cisterns and rain gardens at Olmsted Manor and Phinney Terrace communities.
- Replacing bathroom fixtures in SHA-owned properties with new, water-saving products and using greener technologies in Scattered Sites rehabilitations.

### 2017 Conservation savings



Water savings:  
70.4 million gallons  
(equal to \$1,786,781)

Electricity savings:  
6.7 million kWh  
(equal to \$569,487)





## CREATE MORE AFFORDABLE HOUSING

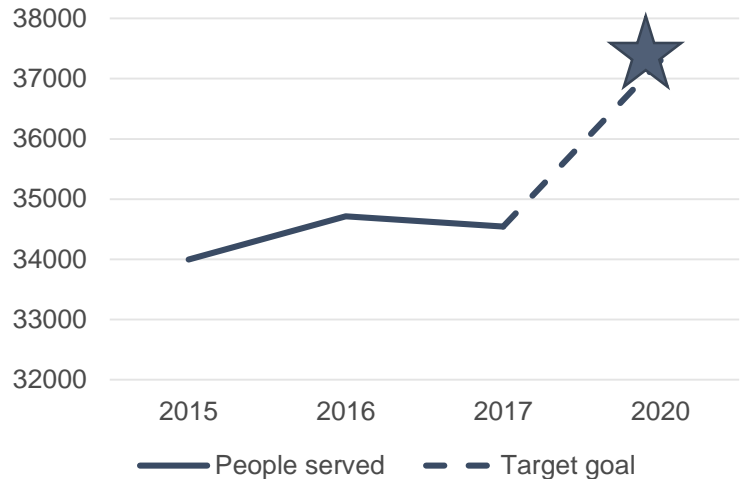
### Target: House more people

SHA's primary mission is to house people with low incomes. In service of this mission, SHA's first key objective is to house more people by increasing SHA's housing stock. The target consists the total number of people served through all SHA's housing programs.

At the end of 2017, SHA housed 34,543 people in 17,134 households. These numbers reflect residents in all SHA housing programs. By 2020, we hope to house over 37,000 people. This is an optimistic goal given the tight and expensive rental market in Seattle, which has resulted in long wait times and obstacles in leasing up for prospective tenants and voucher holders. In addition, funding uncertainties from the federal government continue to threaten organizational stability.

Currently, SHA has a number of projects that will provide more affordable housing in the near future. The Yesler redevelopment project and the new agreement with the University of Washington are being developed with an eye toward meeting our lofty goal. (Strategies to support increased voucher usage can be found on page 13: Diversify housing choice.)

### People housed



While still an increase over the 2015 baseline, the number of people housed went down slightly from 2016 to 2017. This was largely due to the challenges voucher holders faced in finding affordable units to rent and federal funding concerns which caused SHA to stop issuing vouchers for part of 2017.

### Key highlights from 2017:

**University of Washington (UW):** UW and SHA entered into a Memorandum of Understanding to develop the Filer site for 150 affordable apartments to serve University employees and homeless youth. SHA will select a partner to carry out and manage the development starting in 2018.

**Yesler redevelopment:** The Yesler redevelopment project began in 2013 to rehabilitate and rebuild the aging Yesler community. The first building opened in 2015, and construction is estimated to continue past 2020. By the end of construction, up to 1,100 new affordable units will be added to SHA's housing portfolio, in addition to replacing the 561 original units.



An aerial view of the newly constructed Hoa Mai Gardens, showcasing the solar panels and green roofs.

Building	Construction completion	Project status	New units
Hoa Mai Gardens	2017	Complete	111 affordable units
Raven Terrace	2017	Complete	83 affordable units
Batik (Vulcan)	2018	Under construction	39 affordable units 156 market-rate units
Cypress (Vulcan)	2019	Under construction	48 affordable units 189 market-rate units
Red Cedar	2019	Under construction	119 affordable units



SHA staff and leadership continued their long-standing efforts to champion policies and legislation focused on increasing access to affordable housing and ending multi-generational poverty at all levels of government throughout 2017.

Local: In 2017, SHA participated in local and national discussions on homelessness and took a leadership role in the effort to end homelessness in Seattle through partnership with All Home. Other regional work included partnering with the Housing Development Consortium (HDC) and working with the City of Seattle’s Housing Affordability and Livability Agenda (HALA) to support affordable housing policy in Seattle/King County.

State: At the state level, SHA works with the Washington Low Income Housing Alliance (WLIHA) to advance policies that support low-income people and renters, such as Breakfast After the Bell (see “Public policy benefits SHA residents,” below).

National: Nationally, staff took leadership positions in the National Association of Housing and Redevelopment Officials (NAHRO) and Council of Large Public Housing Agencies (CLPHA) and SHA serves as the chair of the Moving to Work (MTW) Steering Committee. SHA also provides consistent feedback to the U.S. Department of Housing and Urban Development (HUD) on new and existing policy and funding programs to ensure the needs of our staff and residents are being fully met by the federal government.

### Did you know?

SHA joined the U.S. Department of Housing and Urban Development Moving to Work demonstration program when it was first launched in 1999, making SHA among the first housing authorities to participate. Status as an MTW agency has given SHA the flexibility to adopt reforms that enable the agency to adapt to changing local conditions, maximize the use of its resources, serve Seattle’s lowest income population and bridge a crucial gap in the housing continuum. Currently, only 39 of the over 3,300 housing authorities are MTW agencies.



*Executive Director Andrew Lofton and Washington State Senator Maria Cantwell teaming up to support affordable housing policy.*

### Public policy benefits SHA residents

Many laws affecting people with low incomes and the local housing market were introduced and/or passed in 2017. One such law is:

#### Breakfast After the Bell:

Washington State House Bill 1508, called Breakfast After the Bell, will go into effect for the 2019-2020 school year. It requires high-poverty public schools in Washington (defined as having 70 percent or higher students on free or reduced lunch) to serve breakfast after classes begin for students who arrive late. Schools have the option to serve students as they arrive in the cafeteria, to offer grab-and-go options for students to eat in the classroom or other options that work for their local environments.

The bill acknowledges that students experiencing poverty often have a harder time getting to school on time for reasons such as having parents who work early and transportation challenges. It also recognizes that just because a student is late, does not mean that they do not deserve to eat breakfast. When students are hungry, they cannot learn at the level of their peers. This bill helps support low-income students in academic achievement and provide much-needed nutrition to help them learn and grow.

### Target: Connect people to opportunity

*“Opportunity” looks different for different people. What counts as an opportunity neighborhood for children is different than an opportunity neighborhood for single adults or for people with disabilities. SHA also understands that households may not choose to move to a designated opportunity neighborhood for many reasons, such as maintaining school continuity for their children. In connecting people to opportunity, we therefore work to expand access to neighborhoods that households might not otherwise be able to reach through a number of initiatives to support the household’s choice of where to use their voucher.*



*A father and son playing together at NewHolly Fun Fest in August 2017.*

### Key highlights from 2017:

**Home from School:** In 2017, 14 families with children attending Bailey Gatzert Elementary School received assistance from SHA to lease up in the Bailey Gatzert attendance area through the Home from School Pilot (HFS), enabling them to stay in their community and keep their children in their school. HFS was launched in partnership with Seattle Public Schools in 2016 to support families with children attending Bailey Gatzert Elementary School to keep their students in that school despite potentially facing housing insecurity. Bailey Gatzert had a 31 percent turnover rate in the 2014-2015 school year, among the highest turnover rates in the district. HFS enables qualifying families to find housing and supports for leasing and moving to stay within the attendance boundary for Baily Gatzert to keep their children in the same school year after year, a strong indicator of a child’s academic performance.

**Family Access Supplement:** In August 2017, the Board of Commissioners passed a resolution adopting the Family Access Supplement (FAS). The FAS authorizes SHA to supplement the Voucher Payment Standards (VPS) for families with children moving to designated opportunity areas in Seattle that have been shown to improve outcomes for children. Rents in opportunity areas are generally higher than in non-opportunity areas, putting the cost out of reach for many voucher holder households. If families choose to use their voucher in one of these opportunity neighborhoods, they are eligible for a supplement to the VPS to support their move to or to enable them to remain in that neighborhood.

### Project spotlight:



As Seattle’s rental market continues to grow, individuals with low incomes have experienced immense challenges to accessing neighborhoods throughout Seattle. This challenge is amplified for families with children as the number of available multi-bedroom rentals in Seattle continues to be scarce.

In 2017, SHA launched a partnership with King County Housing Authority. This initiative, titled Creating Moves to Opportunity is designed to remove barriers for families with children to access opportunity neighborhoods, enabling families interested in moving to these neighborhoods to access services and additional subsidy to make this move a possibility.



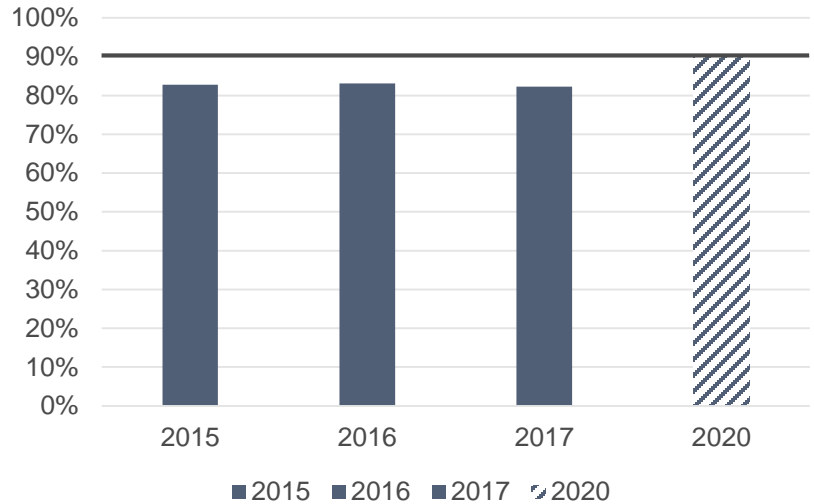
*Map showing CMTO-designated opportunity areas in North Seattle for families with children 15 and under.*

## PRESERVE AND PROMOTE HIGH-QUALITY HOUSING

### Target: REAC scores

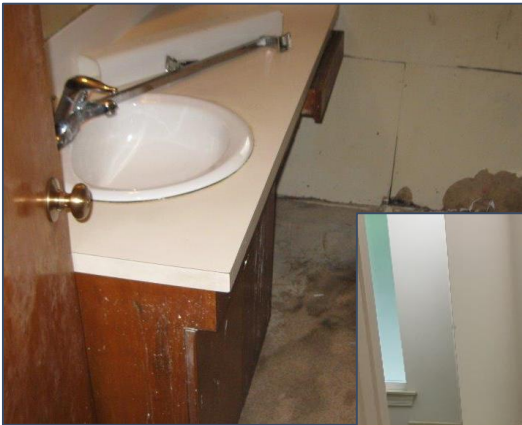
SHA is committed to providing safe, accessible, sustainable and attractive living environments for all residents. One way SHA ensures this objective is met is through investments to sustain the integrity of all housing and ensure long-term viability. SHA balances this long-term sustainability with commitments to maintain the aesthetic value of properties.

One measurement of SHA's success in maintaining safe and attractive living environments is through HUD's Real Estate Assessment Center (REAC) scores. REACs are annual inspections of a selection of housing properties in a PHAs portfolio and provide PHAs a rating between 0-100, with 100 being a perfect score. SHA's goal is to have an average REAC score of 90 for all SHA-owned properties by 2020.



Since the Strategic Plan launched, SHA's average REAC score has remained very close to the 2015 baseline score of 82.8. During that time, only six properties failed their initial REAC assessment and had to be reinspected, affecting only 4.8 percent of units inspected. No property failed its reinspection.

By the end of 2020, SHA has set a target of achieving and maintain a REAC average of 90 or higher. Given current trends and an emphasis on rehabbing older properties and scattered site locations, the organization is well underway to reaching and sustaining this goal.



Before and after photos of a bathroom renovation at a Scattered Site single-family home in North Seattle.

### Key highlights from 2017:

**Scattered Sites renovation:** Renovation work was done on 20 percent of Scattered Sites single family homes in 2017. Upgrades and renovations done varied in scope and included: installation of new vinyl plank flooring, complete interior repainting, new cabinetry, new kitchen appliances, upgraded solid surface counter tops in kitchen and bath vanities, window replacements, roof replacements, new vertical blinds and drywall repairs.

**SSHP security upgrades:** Phase 1 of the Seattle Senior Housing Program (SSHP) Security Upgrade plan was completed. This plan includes installing new cameras and ACAM access on entrances and exits, elevator rehabs for Columbia Place and Reunion House and a complete exterior envelope upgrade at Michaelson Manor, including a new roof.



SHA recognizes that connecting people to opportunity is about more than simply offering them the choice to move to another neighborhood. It is also supporting people to shape their communities into thriving spaces that work for them and their families. While public housing agencies are often thought to be exclusively housing providers, SHA prioritizes positions like Community Builders who work with residents and community leaders to build stronger neighborhoods.

Community Builders, Property Management staff, college and career readiness staff and others work in SHA communities to help connect residents to resources and activities that support self-sufficiency, improve quality of life and help build community both within SHA housing and the greater Seattle community. They help residents apply for and secure grant funding to host community gatherings and throw events, such as the annual Eid Festival and Neighborhood Night Out parties, coordinate partnerships with local nonprofits, city government and local businesses to identify employment and internship opportunities and youth programming, support the Resident Action Committees and cultural and affinity groups to organize and take action and more. They also listen to residents' needs and concerns and elevate them to SHA's leadership to ensure resident input is considered in all programming and policy decisions.

### Highlights from 2017:

**Neighborhood rejuvenation:** Rainier Vista neighbors received three grants from the City of Seattle to increase pedestrian safety and beautify the neighborhood through community cleanups. In conjunction, Seattle Parks and Recreation created a teen summer internship program at Rainier Vista focused on litter prevention education.

**Transportation access:** SHA and the Seattle Department of Transportation (SDOT) continued our partnership to enhance transit equity. At Yesler, 90 surveys detailing the transit experience and needs of Yesler's residents were submitted and SDOT provided free and reduced services to the community including:

- 29 ORCA LIFT cards
- 171 TranBen Transit Vouchers
- 10 Youth ORCA cards

**Green living:** Twenty community garden plots opened at Hoa Mai Gardens adding to the 16 already existing P-Patches and market gardens in SHA properties across Seattle. The gardens are open to residents to grow their own food or garden for pleasure and are managed by the City of Seattle's P-Patch program.

**Community engagement:** SHA launched the Aging in Place Volunteer Initiative, which encourages SSHP residents to volunteer in their communities. Sample volunteer-led activities from 2017 include Tai Chi courses at Pleasant Valley and Pinehurst Court and meditation courses at Primeau Place.

**Youth achievement:** As a part of SHA's Education Initiative, staff at NewHolly threw a Back to School block party, hosting over 200 attendees who learned about SHA's attendance initiative and reinforced their community's expectation of strong attendance at school for all NewHolly students.



*SHA Community Builders volunteer as translators at Seattle United for Immigrant and Refugee Families, a free legal clinic for immigrant and refugee families offered as a part of the City of Seattle's New Citizen Campaign.*



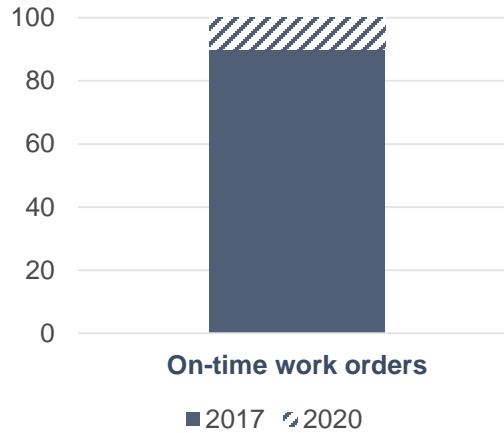
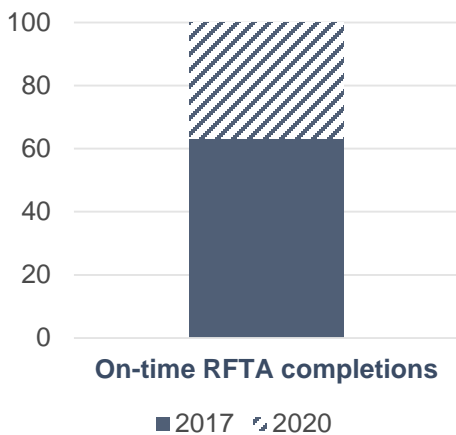
*SHA residents visiting the GO SEA! Mobility Fair at Yesler in October 2017. The fair was a collaboration between SHA and SDOT.*

### Target: Customer service

Respectful, effective and high-quality service for our residents is important to SHA and is identified twice within the Strategic Plan; once as an organizational cornerstone and once as a key objective. We strive to ensure that all interactions with residents are affirming and result in positive outcomes. Three indicators of success are the speed at which a request for service is completed, customer satisfaction following an interaction with SHA staff and changes to processes resulting from resident feedback. In 2017, SHA worked toward meeting all these measures so that all residents feel valued and proud of their communities and themselves.

SHA's customer service 2020 target measures two different quantitative metrics:

1. **RFTA completion time:** The percent of RFTAs completed within 10 days of submittal. Goal: 100 percent by 2020.
2. **Work order completion time:** The percent of work orders completed within the target time, determined by severity of issue. Goal: 100 percent by 2020.



#### What is a RFTA?

A Request for Tenancy Approval (RFTA) occurs when a voucher holder identifies a unit they would like to rent and submits a request for SHA to inspect the unit and ensure it meets quality and safety standards. SHA is committed to completing the requests as quickly as possible to ensure tenants are able to secure the apartment and move in. By reducing the number of days it takes to complete a RFTA, SHA believes it will allow tenants to increase their leasing success rate and experience more positive customer service.

At the end of 2017, 63 percent of RFTAs were completed within 10 days and 90 percent of work orders were completed within target time. By the end of 2020, SHA targets 100 percent of RFTAs and work orders being completed within target times. To meet this goal, SHA staff continue to focus on process improvement to increase efficiency and customer service through programs like SMART and LEAN, by instituting new customer service surveys and by routinizing and improving staff onboarding and ongoing training.

### Key highlights from 2017:

**LEAN training:** All HCV staff received LEAN training in 2017 to improve efficiencies and customer experience. Results were swift and significant: application processing time was reduced from nine to five days, completed applications increased from 16 percent to 56 percent and staff time per file was reduced from 69 minutes per file to 34 minutes.

**Customer service surveys:** IPS created a customer service survey following maintenance and repair work for SSHP residents to measure customer satisfaction in areas such as quality of work and customer experience. Scores ranged from 78 percent to 98 percent. IPS staff also began to regularly attend resident council meetings and building gatherings. Feedback and results will be used to continuously improve customer service.



An SHA employee doing preventative maintenance work on an empty unit in Yesler Terrace.



Of the over 34,500 individuals housed by SHA, 6,727 are seniors and 10,126 individuals have disabilities. SHA acknowledges that these individuals have different needs and experiences in housing and other services and works with residents, staff and community providers to ensure these individuals are supported through their relationship with SHA. In 2017, SHA put into place new services and service providers (increased nursing, Volunteer Initiative, wellness programming) to enhance senior and disabled living. SHA also launched a new Health Initiative to allow the organization to connect to resources that exist more broadly in the Seattle community (see Spotlight: Health Initiative on page 20 for more information on this body of work).

In 2017, SHA also worked to develop long-term plans and goals to support seniors and residents with disabilities. By 2020, SHA plans to:

- Increase resident access to integrated and culturally appropriate health services.
- Leverage external funding and partnership opportunities to scale up services so they are available to participants in all demographics and housing types.
- Collaborate with partners to increase coordination between service providers.
- Ensure all decisions around service provision are driven by data, evidence based practices and research.
- Create deeper partnerships with providers to ensure a full continuum of care.



*From L to R: An SHA resident enjoying the sun in her community garden; a resident and her daughter heading out to meet neighbors at Lake City Night Out; residents of Center Park celebrating the launch of their new community access bus, operated by Solid Ground.*

### Key highlights from 2017:

**Increased nursing:** The Community Services Division negotiated an increase in services to be offered through Neighborcare Health to increase the nursing and behavioral health services available in our LIPH buildings. This will increase access to health care for residents and support more integrated care.

**Volunteer Initiative:** SHA's Volunteer Initiative is part of our Aging in Place Initiative. The project is focused on resident volunteering, supporting SSHP residents to volunteer in their communities. The initiative reduces social isolation and encourages residents to share their skills and interests with each other.

**Wellness programs:** SHA is contracting with Full Life Care to provide wellness programming to seniors living in our SSHP and Senior-Preferred Low-Income Public Housing (LIPH) buildings. Services include nursing, exercise classes, chronic condition management classes and social/emotional programming.

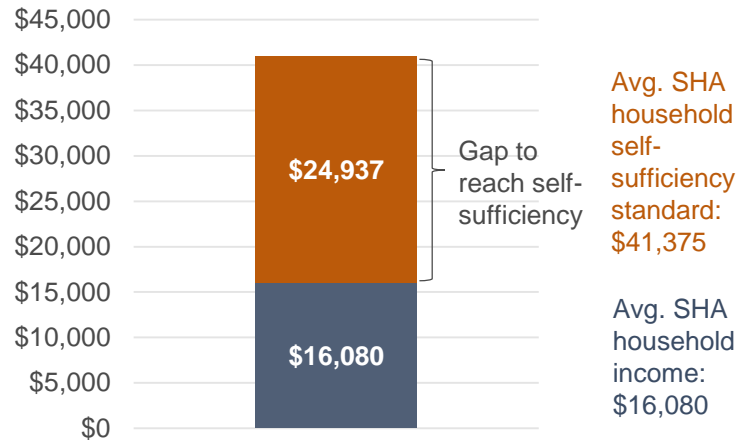


### Target: Self-sufficiency

*Self-sufficiency is the ability of households to support themselves without housing subsidies. SHA's self-sufficiency standard is based on the standard developed by the Workforce Development Council of Seattle-King County in 2017. The standard is calculated based on household composition, including age and disability status of household members and geographic location, taking into consideration things like cost of housing and transportation. It also considers the household's ability to access benefits such as subsidized food or child care.*

*The average household income for an SHA household is \$16,080. The income required for the average SHA household to achieve self-sufficiency in Seattle is \$41,375. SHA's goal is to support all households to bridge that gap before exiting subsidized housing.*

Average SHA household income



**37%** of work-able non- disabled households reported >\$600 wage increase in 2017

### Project spotlight: JobLink redesign

In 2017, SHA redesigned its employment and education services, formerly known as the Economic Opportunities and Family Self-Sufficiency Programs, into one, seamless program, JobLink. In addition, the Workforce Opportunity System (WOS) project ended its three-year pilot and key strategies of this work were integrated into the JobLink design. A core element of the redesign was streamlining the three programs into one comprehensive program that could serve any adult SHA resident. Through these efforts, SHA believes that adult education and employment programming will improve residents' abilities to increase earnings and achieve self-sufficiency for themselves and their families.



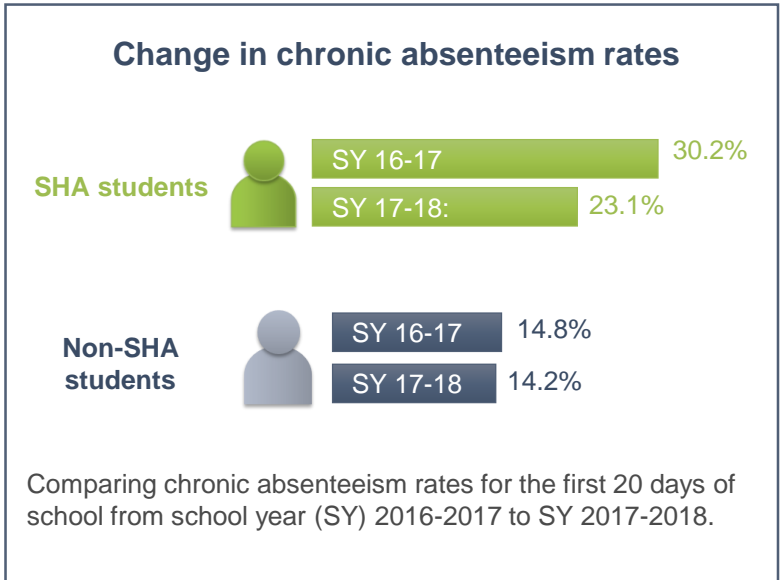
Key highlights of the redesign include:

- Reclassifying staff into new roles: two Career Coaches that combine the job search and case management functions, a Community Connector and Event Planner, a Strategic Advisor and a Deputy Administrator. Formerly, staff were either in a job placement or case management role, which limited services.
- Defining new roles and hiring staff: two Employment Brokers who are responsible for connecting residents to jobs in key high demand industry sectors, a Manager of New Initiatives and Strategic Partnerships who is charged with leading JobLink's communication, data management and continuous improvement efforts, as well as managing community partnerships and an Executive Assistant to provide much needed administrative support.
- Developing the parameters for a new database, Efforts to Outcomes.
- Conducting outreach to staff in other departments to explain and promote JobLink, with a focus on the key programmatic changes.
- Collaborating with the Finance and Administration department on the development of new processes to support the distribution of financial supports for residents who achieve key educational and employment milestones.
- Defining the program's services and develop a training calendar to upskill staff to support them in their new roles.

## Target: K-12 attendance

Strong attendance in kindergarten through twelfth grade (K-12) education correlates with higher graduation rates, fewer suspensions, higher rates of college matriculation and increased wages in adulthood. SHA has therefore decided to focus on supporting strong, regular attendance for resident students. In partnership with Seattle Public Schools (SPS), we set an aspirational goal: by the 2020-2021 school year, joint SHA/SPS students will attend school 90 percent or more of the time (missing 10 percent or more school days in a school year is considered chronic absenteeism).

From the 2014-2015 school year to the 2016-2017 school year, SHA student chronic absenteeism increased from 25.1% to 30.2%, surpassing the chronic absenteeism growth in non-SHA students. However, in 2017 we put into place several strategies to address chronic absenteeism and early data from the first 20 days of the 2017-2018 school year show a strong drop in early chronic absenteeism, which can be a predictor of absenteeism rates for the whole year. We are optimistic that staff efforts to build the SPS partnership and work with communities to promote attendance is working and we will continue to innovate and support students through 2020 in hopes of reaching our target goal.



## Key highlights from 2017:

**Attendance partnership:** Building on a foundation of systems alignment, family engagement and community supports, SHA and SPS launched four pilot programs in 2017 to increase student attendance: home visits for chronically absent students, mentorship programs in the garden communities, family program co-designs to build culturally appropriate and relevant programming and an attendance partnership school program with six elementary and middle schools in Seattle to identify impactful and scalable strategies to increasing attendance. In addition, SHA and SPS distributed nudge letters to all chronically absent students, a research-based strategy intended to motivate families and students using positive, empowering messages. Studies have shown that nudge letters can reduce chronic absenteeism rates by 11-15 percent.

**Scholarships:** SHA awarded ten \$1,000 Dream Big! Scholarships to SHA students to support their post-secondary educations. Scholarships are awarded to SHA students who demonstrate academic potential and persistence.

**Awards:** The agency was recognized by the Washington Alliance of School Administrators with the Community Leadership Award for outstanding contributions toward education and by Seattle Public Schools as an SPS Premier Partner.

**SOAR Grant:** In 2017, SHA began work on Project SOAR (Students + Opportunities + Achievements = Results) with funding from HUD. The project aims to support stronger performance in high school, increase applications for post-secondary education and financial aid and prepare students for success in post-secondary endeavors. The grant supported hiring three High School and College Navigators, who help students identify goals, select the right classes, find academic support, fill out FAFSA and college applications and build study skills. By the end of 2017, the team had connected with at least 117 SHA youth.



Siblings enjoy a community Night Out event in August 2017.

## SPOTLIGHT: SHA'S HEALTH INITIATIVE

SHA has long held the belief that the housing we provide consists of more than just four walls and we recognize that good health can have a widespread impact on quality of life and prospects for self-sufficiency. SHA's Health Initiative focuses on using housing as a platform to improve quality of life by enhancing the health of those we serve.

In late 2017, SHA launched an official Health Initiative to guide the short- and long-term vision for health and quickly respond to system-level opportunities within the larger health landscape. The Initiative is an expansion of SHA's existing health work and has internal and external work streams.

Goals for this project include:

- Increasing SHA participant access to integrated and culturally appropriate health services.
- Increasing coordination of health services serving our participants across systems.
- Leveraging external funds and partnership opportunities to improve health and increase health supports in current locations and to expand to serve all SHA populations.
- Using data, research and evidence-based practices to inform decisions around service provision.

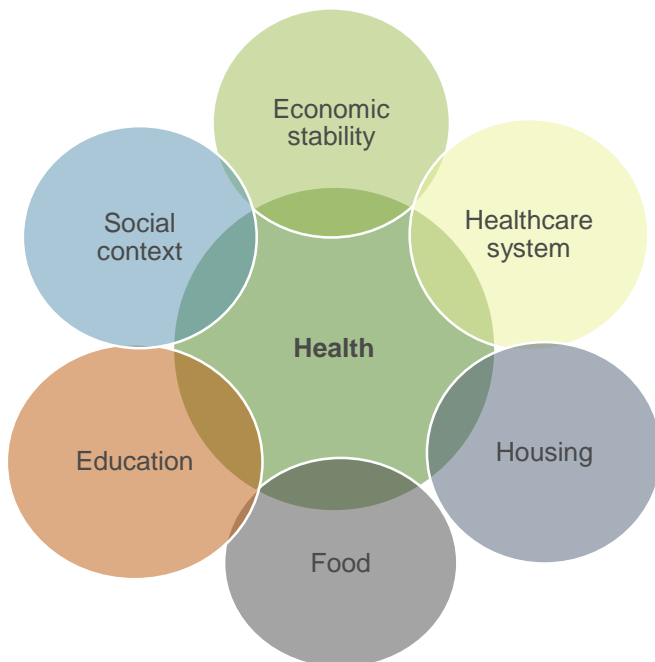


Community health workers at Yesler.

**Over 80%** of SHA residents are enrolled in Medicaid

as of most recent data match (2016)

### Social determinants of health



SHA is taking a holistic approach to resident health in acknowledgment that a person's whole life impacts their physical health.

### Key highlights from 2017:

Beginning in mid-2017, a Health Initiative workgroup was established with members from the Housing Choice Voucher department, Housing Operations and the Office of Policy and Strategic Initiatives. The goal of this group is to workshop strategies, build staff knowledge around resident health needs and department goals and explore resident health needs and how current services accessed by residents can be improved.

To meet these goals, the Health Initiative work has focused on the following areas:

- Accessing Medicaid data for SHA residents through Data Across Sectors for Health, a program funded by grants from the Robert Wood Johnson Foundation. This data will be used to identify the largest health needs of the SHA resident population.
- Monitoring state- and county-level changes across the health services system (e.g. Medicaid Transformation and the Veterans, Seniors and Human Services Levy) and how these changes can affect residents.
- Ensuring SHA is represented in community decision-making as new programs and funding streams roll out.
- Supporting external partners in developing the right type of programs to meet residents' needs. This includes identifying and tapping into new or different resources to increase serves and/or scale.





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