Moving to Work

2010 Annual Report

Tamarack Place, Seattle Housing Authority's new 83-unit low-income apartment building located in the Rainier Vista neighborhood.

Seattle HOUSING AUTHORITY

March 31, 2011 (Technical revisions submitted June 23, 2011)

Seattle Housing Authority

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Prepared by

Andria Lazaga
Beka Smith

With contributions from: Dean Barnes, Barbara Berg, Marguerite Carlson, Mallory Day, Gashaw Dessie, Tom Eames, Marianne Emerson, Virginia Felton, Anne Fiske Zuniga, Errol Flagor, John Forsyth, Mick Gamlem, Bruce Garberding, Laura Gentry, Dennis Hall, Janet Hayes, Kristin Hollywood, Wendy Lance, Al Levine, Tracey Locke, Ryan Moore, Susan Nagano, Roxanne Navrides, Richard Needham, George Nemeth, Carmine Pascucci, Rebecca Proudman, Cheryl Sabin, Tricia Smiley, Jodi Spears, Cindy Sribhibhadh, Brian Sullivan, Maria Ursua, Stephanie Van Dyke, Scott Woo, Betty Zielinski

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I. Introduction

This section provides an overview of the purpose and layout of the report and highlights major themes and priorities for the year. More detailed information is presented for each program in Sections II and III.

What is "Moving to Work"?

The Seattle Housing Authority (Seattle Housing or SHA) is one of about 35 housing authorities across the country participating in the U.S. Department of Housing and Urban Development (HUD) "Moving To Work" (MTW) Demonstration.[1] MTW has three primary goals:

- Reduce costs and achieve greater cost effectiveness in federal expenditures
- Give incentives to families with children where the head of household is working, seeking work, or preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient
- Increase housing choices for low-income families

As an MTW agency, Seattle Housing is allowed to test innovative methods to improve housing delivery and better meet local needs. The agency may implement alternatives to national regulations for issues described in an amended and restated agreement signed by Seattle Housing and HUD in 2008. Seattle Housing's original MTW agreement was executed in 1999, making 2010 the agency's twelfth year of MTW participation.

[1] Because HUD's name for the demonstration, "Moving To Work," sounds like a jobs program for residents, Seattle Housing has renamed the demonstration "Moving To new Ways," to keep the acronym and avoid confusion over the program's purpose. However, for reporting purposes, Seattle Housing uses the official name of Moving To Work.

Each year, Seattle Housing adopts a plan that highlights MTW initiatives and other activities planned for the following fiscal year. At the end of the year, we issue the annual report to describe the year's accomplishments.

What is in this report?

The annual report compares 2010 activities and performance to what we anticipated in the 2010 Annual Plan. The report follows an outline established in Attachment B of the agency's MTW agreement with HUD:

Section I: Introduction provides an overview of Seattle Housing's MTW and non-MTW goals and objectives for 2010.

Section II: General Housing Authority Operating Information reports on housing stock, leasing, and waiting lists.

Section III: Non-MTW and MTW Related Housing Authority Information describes the agency's activities, including both MTW and non-MTW activities.

Section IV: Long-term MTW Plan briefly describes Seattle Housing's vision for its future directions and provides a link to our strategic plan.

Section V: Proposed MTW Activities describes activities that were proposed and approved in the 2010 Annual Plan and their current state of implementation.

Section VI: Ongoing MTW Activities provides HUD-required information detailing previously HUD-approved uses of MTW authority, including evaluation criteria and specific waivers needed.

Section VII: Sources and uses of funding describes Seattle Housing's revenues and expenditures for 2010, local asset management program, and use of MTW block grant fungibility.

Section VIII: Administrative information provides HUD-required administrative information.

Not all of Seattle Housing's activities and programs are part of MTW although they may benefit from some of the changes Seattle Housing is able to make because of our MTW status. In the interest of providing more clarity about Seattle Housing's use of its MTW authority, MTW activities are indicated throughout this report with the MTW symbol.

Goals and objectives for 2010

The 2010 Annual Plan spelled out major priorities for the year, including both MTW and non-MTW activities. Here is what happened in regard to those priorities.

Match the agency's housing resources with the needs of low-income families

MTW activities

In 2010 Seattle Housing:

- Began planning for filling units at Lake City Village without a traditional waiting list
- Distributed nearly 200 project-based vouchers to community housing providers to serve homeless individuals and families and provide a clear link between units of affordable housing and support services that are tailored to the individual needs of participants
- Transitioned voucher program participants who receive less than $50 per month in subsidy for six consecutive months off of the program in order to free up vouchers for extremely low-income households
- Leased 22 units of Jefferson Terrace to Public Health-Seattle King County to create a medical respite facility for homeless people who need a safe place to heal after being treated at local hospitals

Non-MTW activities

- Created 25 additional units that meet Uniform Federal Accessibility Standards for people with disabilities
- Created 83 additional non-smoking housing units at Tamarack Place and began a process to explore further expansion of non-smoking policies

Rejuvenate Seattle Housing communities and extend the useful life of Seattle Housing's affordable housing stock

MTW activities

- Utilized MTW Block Grant funds toward capital needs in several local low income housing properties, including exterior upgrades at Wedgwood Estates

Non-MTW activities

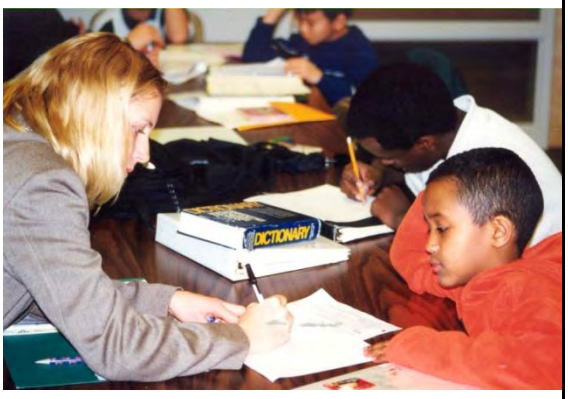
- Continued to plan for the redevelopment of Yesler Terrace, including environmental review and relocation planning
- Brought 83 new units on line in Tamarack Place, located in Phase II of Rainier Vista, including 71 units affordable to extremely low income families
- Began construction of 86 units at Lake City Village, including 51 units affordable to extremely low income families
- Completed renovations at Bell Tower and began renovations at Denny Terrace

- Completed siding and window renovations at Schwabacher House, Reunion House, and Willis House in the senior housing program
- Explored opportunities and partnerships to create new housing throughout Seattle, including Fort Lawton, Qwest Field North Lot, the Yesler Terrace and Holly Court neighborhoods, potential partnerships for a HUD Section 202 or Section 811 project, and partnership with King County Metro in the Northgate area

Promote healthy communities and stable families

MTW activities

- Utilized MTW Block Grant funds to make appropriate services available to residents in local low income housing properties, including case management for seniors and tutoring for youth in mixed-income communities



Non-MTW activities

- Made 182 job placements through The Job Connection with an average hourly wage of $18.21; 38 percent had benefits
- Explored innovative ways to encourage and support economic security among Seattle Housing families, including implementing pilot programs to increase community college enrollment
- Developed partnerships and increased funding to enhance youth services and crime prevention activities, particularly at High Point and NewHolly
- Worked with partners to obtain grants for Internet access in several communities
- Continued to support community building activities in Seattle Housing communities

Maximize Seattle Housing's limited resources to fulfill our mission

MTW activities

- Explored options and worked with other MTW housing authorities to identify an alternative system for measuring performance in lieu of HUD's Public Housing Assessment System
- Added units to the Streamlined Low-Income Housing Program, which allows Seattle Housing to simplify administrative procedures in communities that have both public housing and project-based vouchers
- Reduced the frequency of required unit inspections and re-inspections for housing choice voucher holders and reexamined the public housing inspection protocol
- Streamlined income verification and rent calculations for voucher participants, including multi-year rent reviews of fixed-income households and increasing the threshold for counting income from assets

Non-MTW activities

- Continued extensive resource conservation efforts, focusing on efficient toilets and light fixtures and weatherization improvements
- Improved preventive maintenance processes and began exploring strategies to reduce costs associated with making units ready to lease
- Increased staff training and information technology capacity
- Maintained high occupancy and utilization levels (above 98 percent) of existing housing resources
- Developed a new five year strategic plan for the agency

Awards and recognition

In 2010 Seattle Housing received many distinctions, including:

- For the 13th year in a row, the agency received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the U.S. and Canada for the fiscal year ending December 31, 2009.
- The Yesler Terrace redevelopment project received a Recognition Award for promoting sustainable growth from the Quality Growth Alliance, which is made up of real estate, environmental, and civic organizations.
- The Rainier Vista redevelopment project received a Merit Award from the American Institute of Architects for the high quality of its overall design.
- The Housing Authority Insurance Group presented the agency with a 2010 Best Practice Award for our Safety Hot Topic Program, which is a communication program aimed at reducing work-related accidents and worker compensation costs.
- Seattle Housing won a Merit Award from the National Association of Housing and Redevelopment Officials (NAHRO) for the policies and materials we developed to serve clients with limited English proficiency.

II. General Housing Authority Operating Information

This section provides an overview of the agency's housing portfolio, leasing rates, and waiting list information.

Mission statement

The mission of 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.

Agency overview

Seattle Housing Authority is a public corporation, providing affordable housing to more than 28,000 people in Seattle. We provide housing in neighborhoods throughout the city through a variety of programs that include agency operated housing, partner operated communities, and private rental housing.

More than 10,200 Seattle Housing residents are elderly or disabled and 9,400 are children. At the end of 2010 86 percent of households had annual incomes below 30 percent of area median income. Households' average income in 2010 was $13,183.

In keeping with our mission, Seattle Housing supports a wide range of community services for residents, including employment services, case management, and youth activities.

Funding for the agency's activities comes from a wide range of sources including the MTW Block Grant (HUD), special purpose HUD funds, other government grants, tenant rents, and revenues from other activities.

MTW Block Grant-funded housing

The majority of Seattle Housing's funding from HUD comes in the form of a block grant which combines the public housing operating fund, public housing capital fund, and MTW voucher funding into one funding source. The block grant does not include American Recovery and Reinvestment Act (ARRA) funding.

Housing Choice Vouchers

The Housing Choice Voucher program (HCV or vouchers) is also commonly known as Section 8. The program is a public/private partnership that provides vouchers (housing subsidies) to low-income families for use in the private rental housing market. Seattle Housing administers more than 8,700 vouchers, which are funded and regulated by HUD. Participants typically pay 30 to 40 percent of their household's monthly income for rent and utilities, depending on the unit that they choose. Voucher subsidies are provided through a variety of means including:

- Tenant-based (tenants can take their vouchers into the private rental market)
- Project-based (the subsidy stays with the unit, property, or defined set of properties)
- Program-based (MTW flexibility allows Seattle Housing to provide unit-based subsidies that float within a group of units or properties)

- Provider-based (Seattle Housing uses MTW flexibility to distribute subsidies through service providers so that they can master lease units and sublet to participants in need of highly-supportive housing)
- Agency-based (tenant-based vouchers are distributed through selected partners)

Public Housing

The Low Income Public Housing program (public housing or LIPH) provides approximately 5,300 units in high-rises (large apartment buildings), scattered sites (small apartment buildings and single family housing), and in communities at NewHolly, Rainier Vista, High Point, and Yesler Terrace. HUD's MTW Block Grant provides funding to help operating costs exceeding rental income. Households typically pay 30 percent of their monthly income for rent and utilities. About 125 of these public housing units are leased to service providers who use the units to provide transitional housing or services to residents.

Forty units receiving public housing subsidy through Seattle Housing are units owned by nonprofits and operated as traditional public housing.

Other HUD-funded housing

Special Purpose Vouchers

Seattle Housing administers vouchers for special purposes such as housing veterans and reunited families. These vouchers are often awarded competitively and funding is provided outside of the MTW Block Grant.

Moderate Rehab

Seattle Housing administers HUD Section 8 Moderate Rehab funding for 759 units operated by partner nonprofits serving extremely low-income individuals.

Section 8 New Construction

Seattle Housing operates 130 units of locally owned units that receive Section 8 New Construction funding and serve people with extremely low-incomes.

Local housing

Local housing programs do not receive any MTW Block Grant fund operating subsidy. Some MTW Block Grant funds are used for capital improvements in local housing properties that serve low-income residents.

Senior Housing

The Seattle Senior Housing Program (SSHP or senior housing) was established by a 1981 Seattle bond issue. It includes 23 apartment buildings throughout the city, totaling nearly 1,000 units affordable to low-income elderly and disabled residents. The agency receives no ongoing operating subsidy for this program except program-based housing choice vouchers.

Seattle Housing owns an additional 97 senior housing units in three buildings. These buildings have always been operated by partner nonprofits that offer unique services to their residents.

Tax Credit and Other Affordable Housing

Seattle Housing operates nearly 1,500 units of unsubsidized housing in townhomes and small apartment complexes throughout Seattle, including low- and moderate-income rental housing in the agency's redeveloped family communities (NewHolly, Rainier Vista, and High Point). These units do not receive ongoing operating subsidy, with the exception of project-based housing choice vouchers in selected units.

Changes in housing inventory

Seattle Housing experienced the following changes in housing resources between January 1, 2010 and December 31, 2010:

Housing choice vouchers

In 2010 Seattle Housing was successful in obtaining funding for 165 additional vouchers from HUD, including:

- 100 Family Unification Program vouchers
- 60 Veterans Assistance Supportive Housing vouchers
- 5 conversion vouchers

Also during the year, 509 special purpose vouchers were moved from ""Other HUD-funded housing" to "MTW Block Grant-funded housing:"

- 405 Welfare to Work vouchers
- 82 conversion vouchers
- 18 relocation vouchers
- 4 Disaster Housing Assistance vouchers

Units receiving new project-based voucher assistance

In 2010 195 vouchers were project-based. Details of these units are provided in Appendix B.

Twenty vouchers were project-based at Rainier Vista Phase II -Tamarack Place in 2010.

Through two separate competitive processes conducted in partnership with the City of Seattle, 161 project-based vouchers were issued to existing projects or new construction projects that were ready for occupancy in 2010. Fifty of these vouchers are High Point replacement units. Project details can be found in Appendix B.

The agency also project-based vouchers in two Seattle Housing-owned properties in 2010 - five units at Villa Park and nine units at Longfellow Creek - which now serve as High Point replacement units.

Public housing

Seattle Housing ended the year with 55 more public housing units than at the beginning of the year, nine more than projected. The following is a summary of the changes:

- As anticipated, at Rainier Vista, 51 new public housing units (described in Appendix A) came on line at Tamarack Place in 2010.
- Utilizing American Recovery and Reinvestment Act (ARRA) funds, one additional unit was brought on line at Bell Tower, which was not anticipated in the 2010 inventory projections.
- Plans to take eight existing units out of the public housing unit count at Yesler Terrace were changed. These units remain in the public housing portfolio.

During the year Seattle Housing explored and continues to consider the possibility of bringing some or all of the 994 units in the senior housing portfolio into the public housing program. Seattle Housing also continues to explore converting 30 public housing units in Phase IIII of NewHolly to project-based vouchers.

Disposition and demolition activity

In 2010 Seattle Housing disposed of vacant land at Lake City Village and Rainier Vista Phase II, both HOPE VI redevelopments. These disposed properties were vacant land. No Seattle Housing units were demolished or disposed of in 2010.

Table 1: Changes in housing inventory

Housing Program	2009 year end (actual)	2010 year end (projected)	2010 year end (actual)
MTW Block Grant-funded housing			
Housing Choice Voucher	7,829	7,993	8,338
Tenant-based	*5,263*	*5,231*	*5,624*
Project-based – partner-owned	*2,031*	*2,201*	*2,141*
Project-based – Seattle Housing-owned	*326*	*346*	*364*
Program-based – Seattle Housing-owned	*150*	*150*	*150*
Provider-based	*59*	*65*	*59*
Public Housing	5,261	5,307	5,316
*Seattle Housing-owned **	*5,221*	*5,267*	*5,276*
Partner-owned	*40*	*40*	*40*
MTW Block Grant-funded Housing Total	**13,090**	**13,300**	**13,654**
Other HUD-funded housing			
Housing Choice Vouchers - Special Purpose	709	542	365
Disaster Housing Assistance Program	*4*	*10*	*0*
Family Unification Program	*0*	*0*	*100*
Mainstream Disability	*75*	*75*	*75*
Housing Conversion	*102*	*0*	*25*
Relocation	*18*	*0*	*0*
Veterans Affairs Supportive Housing	*105*	*105*	*165*
Welfare to Work	*405*	*352*	*0*
Section 8 New Construction	130	130	130
Section 8 Moderate Rehab	759	759	759
Other HUD-funded Housing Total	**1,598**	**1,431**	**1,254**
Local housing			
Seattle Senior Housing Program *	993	993	994
Seattle Senior Housing Program – operated by partners	97	97	97
Tax credit housing (without public housing subsidy)	629	661	661
Other affordable housing	940	813	818
Local Housing Total	**2,659**	**2,564**	**2,570**
Managed by Seattle Housing for other owners	14	6	14
Total Housing**	**16,871**	**16,799**	**16,964**

**Includes residential units leased to agencies that provide transitional housing or supportive services and units for live-in staff*
***Due to project-basing and program-basing of vouchers in Local Housing, Total Housing is the sum of all housing units minus vouchers-MTW: Project-based – Seattle Housing-owned and Program-based – Seattle Housing-owned. Managed by Seattle Housing for other owners is also not included in Total Housing.*

Local housing

In addition to the 20 project-based vouchers and 51 public housing units previously mentioned, Rainier Vista's Tamarack Place includes 12 new workforce housing units that came on line in 2010.

One unit in the Seattle Senior Housing Program that had been previously excluded from the program's unit count was added.

Major capital activities

MTW Block Grant funds

Activities using the most significant portions of this funding source were $1.87 million for Yesler Terrace redevelopment planning and about $3 million in debt service for the three phases of homeWorks financed through the Capital Fund Financing Program (CFFP). Other capital activities are described throughout Section III. None of Seattle Housing's 2010 capital activities utilized 30 percent or more of Seattle Housing's capital budget under its MTW Block Grant.

To reflect the actual time needed to plan, design, procure contractors, and implement capital activities, public housing capital fund activities are typically used over several years. Seattle Housing continues to meet HUD's obligation and expenditure deadlines for these funds. Details of obligations and expenditures levels at year end for all open capital fund grants are provided in Attachment E.

Other Federal capital funds

American Recovery and Reinvestment Act

In 2009 Seattle Housing received $45 million in American Recovery and Reinvestment Act (ARRA) funding for several significant and much-needed capital activities. In 2010 these funds were used to complete renovations at Bell Tower and the construction of Tamarack Place. ARRA funding also supported renovation work at Denny Terrace and construction at Lake City Village and Rainier Vista Northeast; work continues at both of these sites in 2011. By year end, 100 percent of ARRA funds were obligated. These funds are outside of MTW and follow ARRA reporting requirements.

HOPE VI

In 2010 Seattle Housing completed HOPE VI expenditures for both Rainier Vista and High Point. Implementation of the Lake City Village HOPE VI grant was well underway throughout the year and 100 percent of the $10.5 million grant was obligated by year end.

Construction underway at Lake City Village

Competitive federal development/redevelopment funding

Choice Neighborhoods: In 2010 Seattle Housing submitted a Choice Neighborhoods grant application seeking $23.9 million to spark the transformation of the Yesler Terrace neighborhood. If successful, the grant will fund comprehensive education and employment programs, housing opportunities, and support for economic development. Partners include Seattle University, Seattle Public Schools, and Historic Seattle.

The grant, if funded, would pay for demolition of 40 severely distressed public housing units and construction of 70 replacement units for extremely low-income residents and an additional 124 low-income and workforce housing units. An additional 18 housing units for extremely low-income residents would be gained through the rehabilitation of the Baldwin Apartments.

Sustainable Communities: Seattle Housing worked in partnership on a transit-oriented affordable housing project led by King County Metro in the Northgate area. In 2010, the Northgate project received a Sustainable Communities grant to fund the initial stages of planning.

Section 202 or 811: Seattle Housing selected a development partner in hopes of obtaining HUD Section 202 or 811 funding. Predevelopment work occurred in 2010 and the agency may pursue funding in 2011.

Leasing information

The following table shows projected and actual utilization rates for vouchers and occupancy rates for Seattle Housing-operated housing.

Table 2: Actual and projected leasing rates

HOUSING PROGRAM	2009 (actual)	2010 (projected)	2010 (actual)
Housing Choice Vouchers-MTW*	8,069 (99%)	7,833 (98%)	8,386 (100%)
Housing Choice Vouchers-Non-MTW*	574 (99%)	531 (98%)	175 (100%)
Low Income Public Housing	5,151 (97%)	5,148 (97%)	5,170 (98%)
Local Housing	2,526 (95%)	2,461 (96%)	2,493 (97%)

* The voucher leasing rates reported in this table are a combination of MTW and non-MTW. Seattle Housing began separately tracking MTW vouchers in mid-year 2010 and will report separate annual percentages beginning with the 2011 report.

Leasing issues

Housing choice vouchers

Issuance of tenant-based MTW vouchers from Seattle Housing's regular waiting list was suspended in 2009. Despite this, utilization remained higher than anticipated throughout 2010. During the year Seattle Housing focused on project-based commitments and leasing special purpose vouchers and in September 2010 the agency resumed contacting small numbers of applicants from the general waiting list. Leased special purpose vouchers was lower than anticipated because in developing 2010 projections, staff did not take into consideration the high number of leased vouchers that would be moving into the MTW category or the fact that new special purpose vouchers awarded in the second half of the year would not be leased up at high rates by year end.

Public housing

Public housing occupancy rates were higher than projected. The few properties with occupancy rates below 98 percent were either undergoing or in need of significant modernization during the year or had very few units, meaning that even a single vacancy could easily skew the percentages.

Local housing

Overall, local housing occupancy rates were higher than anticipated. The senior housing

program continues to maintain a high occupancy rate, above 98 percent.

Several other affordable housing properties continue to struggle to keep units leased. Location, unit sizes, older housing stock, and rental market conditions account for the majority of unit turndowns. Seattle Housing's efforts to expand marketing efforts and well maintain the properties resulted in an increase in the average occupancy rate from 91 percent in 2009 to 94 percent in 2010.

Waiting list information

Waiting list strategies

Seattle Housing's waiting list strategies vary to match the needs of different properties and housing programs. Applicants may be, and often are, on multiple waiting lists at the same time. For more information about the characteristics of households on the waiting lists, please see Appendix C.

Tenant-based housing choice vouchers

A single tenant-based voucher waiting list is maintained by Seattle Housing. A list of applicants was established through a lottery in 2008. (Project-based voucher properties operate their own site-specific waiting lists.)

Other housing choice vouchers

Each partner maintains a unique waiting list for voucher subsidy in the project-based, program-based, provider-based, and agency-based voucher programs.

Seattle Housing-operated housing

Site-specific waiting lists are offered for all of Seattle Housing's affordable housing properties. The three largest communities (NewHolly, High Point, and Rainier Vista) operate waiting lists on-site. All other waiting lists are maintained centrally, by program, to maximize efficiency and choice. The waiting lists for senior housing and public housing in traditional communities are purged on an ongoing basis through the use of Save My Spot, a system that allows applicants to check in monthly by phone or computer to indicate their continued interest in housing opportunities with Seattle Housing. With the exception of selected bedroom sizes at NewHolly, Seattle Housing's waiting lists remain open.

Waiting list changes

Housing choice vouchers

The tenant-based voucher waiting list has been closed since 2008. As of December 2010 there were more than 1,800 applicants on the waiting list for vouchers. However, as new project-based properties opened in 2010 and the agency obtained special purpose vouchers, more waiting list options became available to potential tenants.

Seattle Housing-operated housing

Given the current economic climate and Seattle Housing's low vacancy rates, waiting list numbers for Seattle Housing-operated properties remained high in 2010.

The following is a summary of the number of applicants on waiting lists for Seattle Housing-operated housing as of December 2010 (note that there can be overlap among lists as applicants are allowed to apply for multiple programs):

- Public housing – 6,200
- HOPE VI (all housing programs) - 14,450
- SSHP - 650
- Other affordable housing – 3,700

In the month of December 2010 alone, Seattle Housing received nearly 800 new applications.

Over the course of the year, the total number of households waiting for Seattle Housing-operated housing actually decreased slightly, from 25,400 in January to 25,000 in December. This is due primarily to leasing up the new units at Tamarack Place and efforts to update HOPE VI waiting lists with current information.

A number of potential improvements to waiting list processes continue to be explored.

III. Non-MTW and MTW Related Housing Authority Information

This section outlines Seattle Housing's major themes and priorities for 2010, including activities that required use of MTW flexibilities and those that did not. Activities utilizing MTW authority are indicated with an (MTW) and are further described in Section V. (We do not include a (MTW) symbol to indicate use of block grant fungibility.) Submittal of this section to HUD is optional.

Seattle Housing identified several themes and priorities for 2010 within the context of the agency's mission, the 2005-2010 strategic plan, and fiscal realities, as well as Congress's three primary MTW objectives.

Major themes for 2010 were:

- Match Seattle Housing's housing resources with the needs of Seattle's low-income families
- Rejuvenate Seattle Housing communities and extend the useful life of Seattle Housing's affordable housing stock
- Promote healthy communities and stable families
- Maximize Seattle Housing's limited resources to fulfill our mission

The following section describes our progress over the course of the year in each of these areas.

Match Seattle Housing's housing resources with the needs of Seattle's low-income families

In addition to Seattle Housing's continued efforts to maintain its current stock of quality, affordable housing, many measures were planned and implemented to create a continuum of housing options for households with special needs.

Housing choice for the homeless

Seattle Housing continued as a strong partner in the Seattle-King County Ten-Year Plan to End Homelessness, employing a number of strategies to help the community make progress in achieving its Ten-Year Plan goals. These strategies included the use of project-based vouchers, provider-based vouchers, waiting list policies, and other innovations to better connect affordable housing with social services to help households maintain their stability.

Project-based vouchers (MTW)

In 2004 Seattle Housing extended project-based vouchers to the City of Seattle's low-income housing levy program. Vouchers awarded through this process must serve homeless individuals or families and provide a clear link between units of affordable housing and support services that are tailored to the individual needs of participants (with the goals of obtaining and maintaining non-time-limited housing).

In 2010 Seattle Housing distributed 161 project-based vouchers. This was possible due to the agency's project-basing policy adopted in 2000, which allows the agency to exceed HUD's threshold for project-based assistance.

The 2000 project-based policy and subsequent updates allow for a number of flexibilities that are key to making the program work for serving the homeless. These include:

- Project-based landlords can hold building-specific waiting lists

- Exit vouchers are not issued
- Vouchers may be used in transitional housing
- More flexible admission criteria, provided the housing has adequate services to address concerns
- Project-based subsidy can be provided to more than 25 percent of units in a project

Provider-based vouchers (MTW)

In 2007 Seattle Housing began implementation of a pilot "provider-based program." The pilot is testing, on a small scale (59 vouchers), the efficiency and effectiveness of using vouchers with community partners to meet the supportive housing needs of special needs, disabled, young adult, and chronically homeless households who require dedicated supportive services in ways that Seattle Housing's traditional subsidized housing programs are not designed to address. This program allocates housing subsidy in tandem with publicly funded services through partners and/or behavioral healthcare systems.

Service provider units (MTW)

Seattle Housing currently leases over 125 public housing units to nonprofit service providers. Most of these units are used for service-enriched transitional housing. Participants in these units are typically eligible for the Expedited Waiting List in public housing (described below). When appropriate, Seattle Housing works to transition residents from transitional to permanent housing in the same place, so that they do not have to move. A different unit is then made available to the agency for transitional housing.

The agencies serve a diverse group of participants. Households in service provider units speak twelve different primary languages, with 35 percent of households speaking a primary language other than English.

Households in service provider units in 2010 had an average length of stay of 10.5 months, but ranged from two weeks to more than two years. A total of 158 households moved out of the units during the year, most frequently for a destination of longer-term transitional housing (45 percent of move outs), unknown (15 percent), or subsidized rental unit (11 percent).

In addition, in 2010 Seattle Housing converted 22 units on the seventh floor of Jefferson Terrace to service provider use. This initiative is described in the following section labeled "Respite care."

Expedited public housing waiting list (MTW)

Applicants who are working with selected service partner agencies may qualify for the Expedited Waiting List which permits expedited processing. The referring agencies involved in the program serve a wide range of household types and needs. Most provide transitional housing or other services for homeless families or individuals. Seattle Housing limits the number of units filled through the Expedited Waiting List to 10 percent of average annual vacancies for applicable units.

Pipeline project

The Seattle-King County Committee to End Homelessness (CEH) and Seattle Housing Authority had hoped to launch a pilot initiative that would provide a financial incentive for current public housing and voucher participants to move into the private market. Their units would then be filled by CEH-referred homeless households. However, the County did not move forward with funding for this program in 2010.

Respite care (MTW)

In its 2009 Annual Plan, Seattle Housing stated that it may begin to transition all or part of Jefferson Terrace into a service-enriched environment for formerly chronically homeless households. During 2009 Seattle Housing and partner agencies examined how this community best fits into the Ten-Year Plan to End Homelessness while still serving the needs of current residents, including financial analysis and meetings with residents.

Based on this examination and a successful grant application for ARRA funding, Seattle Housing entered into a lease with Public Health–Seattle King County in 2010. Planning and permitting in 2010 laid the groundwork for the renovation of 22 units on the seventh floor of Jefferson Terrace to create a medical respite facility for homeless people who need a safe place to heal after being treated and discharged from local hospitals. Jefferson Terrace offers a unique opportunity to serve this population as it is located adjacent to the area's major public hospital, and within a few blocks of several other hospitals.

In addition to medical care, respite program participants will have access to case management, mental health and substance abuse services, and housing placement assistance. The program will work with each client to locate stable transitional housing after discharge from the respite program. The program will offer around-the-clock staffing and an entrance separate from those used by permanent residents.

Current residents on the seventh floor received relocation assistance, with the majority choosing to continue to live within the building.

Housing choice for people with disabilities and health concerns

Accessible public housing units

Seattle Housing continued to make progress toward its commitment to HUD's Office of Fair Housing and Equal Opportunity to increase the number of low-income public housing units that meet Universal Federal Accessibility Standards (UFAS) for people with disabilities to a total of 263. This increase will be accomplished by 2014. In 2010 Seattle Housing brought the agency's total UFAS unit count to 162 by creating 25 UFAS units as follows:

- Retrofitted 15 units at Bell Tower
- Constructed ten new UFAS units at Rainier Vista Phase II-Tamarack Place

Non-smoking and Breathe-Easy housing

Tri-Court, a public housing community, became smoke-free in 2005 and has been operating successfully ever since. Over the last few years, 60 "Breathe-Easy" units have been built at High Point, which are also smoke-free. Seattle Housing's Board passed Resolution 4972 in September 2010, authorizing the agency to initiate a smoke-free policy for all new or substantially rehabbed housing developments going forward.

As of March 2010 all 994 units in the Seattle Senior Housing Program are 100 percent non-smoking. In partnership with Public Health-Seattle King County, Seattle Housing gathered residents' feedback regarding this policy for the 23 low-rise buildings in the senior housing program.

In September 2010, Seattle Housing was awarded a $169,000, two-year grant from Public

Health – Seattle & King County to explore the possible addition of non-smoking policies for up to 6,500 units of affordable housing. Seattle Housing is using the grant to investigate what it would take to implement a non-smoking policy in these properties.

Housing choice for seniors

Elderly-preference public housing

Seattle Housing has designated Westwood Heights and Ballard House as elderly communities. Applicants ages 62 and over receive first preference for these buildings. Turnover rates in these communities, formerly higher than in some of Seattle Housing's other public housing communities, have stabilized and vacancy rates are now close to or under the portfolio average. Should trends in turnover and vacancy rates change, Seattle Housing may consider lowering the age for admissions preference to age 55 and over instead of 62 and over, in order to expand the pool of applicants. *(MTW)*

Program-based vouchers in Senior Housing (MTW)

In 2003 Seattle Housing made a commitment to allocate up to 150 tenant-based vouchers to contribute to the financial stability of senior housing, in order to ensure extremely low-income applicants and residents continue to have access to the program. In 2007 Seattle Housing amended this policy to make the vouchers program-based, meaning that they stay within the senior housing program but can float between units and buildings. Implementation of these program-based vouchers continued in 2010.

Long-range planning for affordable senior housing

In 2010 Seattle Housing staff contributed to an interagency task force made up of City of Seattle and King County representatives, including King County Housing Authority, to examine the housing and service needs of seniors in light of the aging baby boomer generation that is entering its senior years. The task force promoted the findings of its 2009 report, *Quiet Crisis* (www.agingkingcounty.org/docs/SeniorHousingStudy.pdf).

The task force also prepared for its second phase of work, in which Seattle Housing and King County Housing Authority will work together to develop best practice models of housing paired with services for seniors.

Housing choice for families interested in homeownership

Down payment assistance program (MTW)

In 2006, using MTW block grant fungibility, Seattle Housing created a local Down Payment Assistance program (DPA). The agency allocated $450,000 to provide up to 30 voucher and public housing households with down payment assistance. Partner agencies provide homeownership counseling and support to residents who are eligible for down payment assistance. By the beginning of 2010, 25 residents had become homeowners, completing the initial phase of funding. Despite housing market conditions, no DPA program participants have gone into foreclosure. The final five down payment assistance grants are being reserved for the for-sale units at Lake City Village, which we anticipate will be available in 2013.

"Section 8" homeownership

Seattle Housing continues to consider piloting a homeownership program using vouchers to help residents purchase homes. However, no action was taken in 2010.

Family Self Sufficiency (FSS)

In 2010 HUD reduced Seattle Housing's FSS funding, forcing the elimination of a staff position dedicated to providing participants with homeownership preparation and education services. However, the FSS program continues to refer participants to outside homeownership agencies and coordinate services with them as needed for participants interested in homeownership.

Deconcentration of Poverty

Seattle Housing fosters the deconcentration of poverty by:

- Setting appropriate payment standards for voucher subsidy
- Continuing to redevelop large public housing developments into mixed-income communities and requiring low-income residents of those communities to abide by self sufficiency lease provisions (MTW)
- Creating a "mix of incomes from within," by assisting Seattle Housing residents to get a first job or a better one
- Providing incentives in public housing rent policy to encourage people to work and increase their income (MTW)
- Providing a preference for allocating project-based vouchers in zip codes that do not already have a high concentration of voucher holders and/or low income housing

In 2010 we continued to gather and analyze data on voucher participants' housing preferences and location outcomes. This information will help us better understand how participants make neighborhood location decisions and the factors that may influence success rates and other outcomes. Analysis of pre- and post-voucher neighborhood locations, combined with data collected from participants about the challenges they face in the housing market, will help inform programs and policies aimed at increasing choice and deconcentrating poverty.

Rejuvenate Seattle Housing communities and extend the useful life of Seattle Housing's affordable housing stock

Yesler Terrace

The redevelopment of Yesler Terrace continues to be a high priority for Seattle Housing's Board of Commissioners. In 2010, through an extensive process with the Yesler Terrace Citizen Review Committee (CRC), residents, neighbors and the wider community, three site concepts were developed based on a planning program and Guiding Principles approved by the Board. The environmental review of the site concept alternatives began in 2010 and a Draft Environmental Impact Statement (EIS) was published in October. Based on comments received on the Draft EIS and analysis, Seattle Housing staff proposed a preferred alternative to the Board. The preferred alternative will be studied as part of the Final EIS, which is due to be published in March 2011. The preferred alternative includes 5,000 housing units, as well as office, commercial, and open space.

In 2010 Seattle Housing submitted a Choice Neighborhoods grant application for $24 million. If awarded, the grant would fund the

first phase of Yesler Terrace redevelopment, replacing 40 obsolete extremely low income housing units with70 extremely low income units, 40 very low income units, 17 low income units, and 67 market-rate units. The grant also would provide funding for critical community improvements and supportive services within the Choice Neighborhoods boundary area.

Rainier Vista

The redevelopment taking place in the Rainier Vista neighborhood, located in Southeast Seattle, builds on the community's rich diversity and will eventually be home to roughly 850 to 875 households across all income levels.

Phase I: Seattle Housing manages 125 public housing and 59 workforce rental units in Rainier Vista Phase I, completed in 2006. In addition, partners operate 128 additional units of affordable housing on site, including units for seniors and people with disabilities.

Community members play basketball at Rainier Vista

In 2010 for-sale housing in Phase I moved significantly closer to completion as Habitat for Humanity and a private builder began construction on a total of 12 homes. Planning continued for 15 Habitat for Humanity homes, four market-rate homes, and a 70-unit mixed-use site.

Phase II: Using $3.1 million of formula ARRA funds and other funding, Seattle Housing developed 83 units (71 affordable to households earning at or below 30 percent of Area Median Income [AMI] and 12 workforce housing units), which came on line in November 2010 in a building named Tamarack Place. Tamarack Place also holds about 10,000 square feet of transit-oriented commercial space, complementing the nearby Link Light Rail station that opened in 2009.

Phase III: A total of 118 rental units are currently in construction and will be fully developed by 2012. Phase III is also projected to include approximately 110 for-sale homes, a 60-unit mixed-use market rate rental housing site, and a separate 52-unit affordable multifamily rental housing parcel. Allocating $10.3 million of its formula American Recovery and Reinvestment Act funds, Seattle Housing began infrastructure work at Phase III in 2009 and anticipates completion in spring 2011 in support of this housing construction.

High Point

In 2009 Seattle Housing completed rental housing construction at High Point and now operates 600 rental housing units in this West Seattle community. This includes 350 units affordable to households at or below 30 percent AMI and 250 workforce units. These units include 60 Breathe Easy homes specially designed to minimize the incidence of asthma in low-income families. Providence Health Systems provides 75 units of Section 202 housing for low-income seniors at St. Elizabeth House. Holiday Retirement Corporation operates a 160-unit market-rate senior building in the community.

The for-sale program in Phase I is complete with 253 homes, including 32 affordable to

households under 80 percent AMI. However, the current housing market stalled the development of Phase II for-sale housing construction. One builder started construction of the first of 80 single family and townhome units in late 2010. Overall, depending on final builder proposals, Phase II has the capacity for 340 to 400 for-sale homes, of which more than 50 will be affordable to households earning less than 80 percent of area median income.

The environmental clean up of the mixed-use site at 35th Avenue SW and SW Graham Street was completed in late 2010. The builder has plans to start construction in Spring of 2012 on up to 90 units with retail.

NewHolly

NewHolly's 620 units of rental housing were completed in 2005. The completion of "Village Homes," the last for-sale homes in NewHolly, was delayed by the current real estate market. Bennett Homes expects to complete the remaining 30 homes in this development in 2011 or 2012.

Seattle Housing's development focus at NewHolly has shifted to revitalization of the underdeveloped commercial areas near the community. The real estate market has slowed efforts to redevelop properties Seattle Housing has acquired in the area. Seattle Housing will continue negotiating agreements with potential builders for two sites, but does not expect construction to begin until 2012.

Othello Station

Seattle Housing received a $2 million loan from the City of Seattle's Office of Housing to assist the agency in working with potential developers to increase the number of rental units affordable to households between 60 percent and 80 percent AMI at the mixed use site at the southwest corner of the Othello / MLK intersection adjacent to the new light rail station. The agency is currently looking for a developer and expects that construction will begin no earlier than 2013.

Lake City Village

In 2008 Seattle Housing received a $10.5 million HOPE VI grant to help redevelop Lake City Village. This is the former site of 16 townhomes that were demolished in 2002 due to the condition of the units. The site is adjacent to Lake City House, a 115-unit public housing high-rise.

In 2009 the project was successful in competing for Green Communities Stimulus funding under the American Recovery and Reinvestment Act, and received an award of $8 million. As a result of Green Communities funding, the site and building were redesigned to dramatically reduce negative impacts on the environment.

In 2010 Seattle Housing finalized the financing package and began construction on the 86-unit rental building. The building will include 51 family rentals designated to serve residents earning 30 percent or less of AMI. These units will increase affordable housing stock in North Seattle, where public housing units are scarce. The remaining 35 units are workforce units serving residents earning 60 percent or less of AMI.

A rendering of the planned 86-unit Lake City Village with Lake City House, a public housing high-rise to the left

Rental housing construction at Lake City Village is scheduled for completion in 2011. The redevelopment plan also includes a homeownership component with seven market-rate and five affordable homeownership units coming on line in 2013 or after, depending on market conditions for land sales.

Public housing high-rises

Throughout the last decade, and predominately between 2006 and 2009, Seattle Housing successfully renovated major building systems and community spaces in 24 of its 28 public housing high-rises. In 2010 Seattle Housing completed or began upgrades to two of the four remaining buildings.

Bell Tower

Bell Tower received a $3.5 million revitalization which included a new hot water system, new windows, a ventilation upgrade, 15 UFAS units, new exterior paint, common area upgrades, and an emergency generator. Renovations were completed in 2010.

Denny Terrace

Renovations to the approximately 220-unit Denny Terrace, using ARRA funds, began mid year in 2010. Renovations include ventilation improvements, replacement of hot water lines, new windows, new exterior siding, and common area upgrades. Renovations should be complete by the end of 2011.

Holly Court

For the last few years Seattle Housing has sought opportunities to redevelop Holly Court. This community was poorly constructed to low standards and has aluminum wiring and other flawed building systems that make its rehabilitation impractical. Due to the current real estate market, plans for redeveloping this site have slowed. In 2011 Seattle Housing will seek funding and development partners for a mixed income development on this and adjacent sites.

Jefferson Terrace

Seattle Housing competed for ARRA funding in 2009 to renovate Jefferson Terrace, but did not secure funding. During the 2010 capital budgeting process, Seattle Housing included money in the 2011 budget to study and design a new steam heating system for Jefferson Terrace. Seattle Housing does not yet have a financing strategy to address the community's needs at Jefferson Terrace without ARRA funding.

Public housing scattered sites

In 2005 Seattle Housing began selling up to 200 scattered site units and replacing them with units that are more efficient to manage and maintain and that are located to better meet residents' needs. Seattle Housing completed the sale of 196 units in early 2010. Seattle Housing has replaced 121 family-sized units and added 16 one-bedroom units to the portfolio. We are currently working to identify replacement housing for the remaining units.

Seattle Senior Housing Program

The Seattle Senior Housing Program (senior housing) began in the early 1980s with proceeds from a City of Seattle bond issue. The portfolio receives no operating subsidy and, until nearly 20 years into the program, had no means for establishing capital reserves. In 2003, in consultation with the community and residents, a new rent policy was implemented that created a capital reserve while still serving at least 75 percent extremely low-income residents.

However, capital funding generated through rents has proven insufficient to address extensive

water intrusion-related capital needs, upcoming elevator improvements, and life-cycle repairs and replacements required to maintain these valuable communities. To date, Seattle Housing has packaged together funding from a variety of sources to manage the extensive capital needs of the senior housing program, including senior housing reserves, MTW Block Grant, City weatherization funds, an $850,000 allocation of the City's ARRA Community Development Block Grant funds, the City of Seattle Housing Levy, and State Housing Trust Fund money. However, these funding sources are not sufficient to fulfill the entire needs of the 23 buildings in the portfolio.

In 2010 Seattle Housing completed building envelope repairs and window replacement in three buildings (Schwabacher House, Willis House, and Reunion House). Seattle Housing was awarded $3 million in matching funds from the City's housing levy in 2010 to conduct major water intrusion repair work and window replacement at Nelson Manor and Olmsted Manor, as well as repair and prevention work at Blakely Manor and Bitter Lake Manor. This work will begin in 2011.

Schwabacher House, renovated in 2010

In response to the identified capital needs of the senior housing portfolio, a sub-committee of the Senior Housing Rent Review Committee was established to help develop strategies for extending the physical life of the buildings while preserving the mission of the program. In 2010 the group began exploring the possibility of bringing some or the entire portfolio into the public housing program. Further investigation and possible implementation of this option will occur in 2011, as outlined in Seattle Housing's 2011 MTW Plan.

Other affordable housing

Wedgewood Estates

Wedgewood Estates is a 204-unit complex in north Seattle. Seattle Housing ensures that at least half of these units are affordable to low-income households. In 2010 the agency completed the second of three phases of repair to exteriors and decks due to water intrusion. The third and final phase will begin 2011.

Fort Lawton

In 2008 Seattle Housing, together with the City of Seattle, led a community planning effort to create a reuse plan for the surplus portion of this former Army Base. The reuse plan proposal includes a mix of single family and attached for-sale units, housing for the homeless, and self-help ownership units. In 2010 HUD approved the proposal and now the Army will initiate their reviews of the project. In 2011 Seattle Housing and the City of Seattle will continue discussions with the Army on the final terms for acquisition.

Qwest Field - North Lot

Seattle Housing had been named as the affordable housing developer in a major mixed-use project on the north parking lot of Qwest Field. In 2010 the master developer moved toward locating the affordable housing units offsite, to be operated by a community partner. As a result, we expect that going forward our

involvement in the project will be less extensive than anticipated.

Northgate

Seattle Housing is the master affordable housing developer in a transit-oriented project in the Northgate area. In 2010 HUD provided funding for the initial stages of planning for the project through a Sustainable Communities grant that was received by the Puget Sound Regional Council. Seattle Housing will work with the City of Seattle, King County Metro, and Sound Transit to develop a master plan and an urban design framework in 2011.

12th & Yesler area

Seattle Housing has assembled several parcels near 12th & Yesler, including the 31-unit Baldwin Apartments and a parcel adjacent to the Ritz Apartments. In late 2009 the agency relocated the remaining nine households in Baldwin Apartments and took the building off-line. The previously described Choice Neighborhoods grant will also provide funding for rehabilitation of the Baldwin Apartments, creating 18 one bedroom units in a fully accessible building, if funded.

Funding strategies

Federal development/redevelopment funding

Seattle Housing continues to actively pursue all funding sources for achieving our development and redevelopment goals, including federal funding. In 2010 Seattle Housing:

- Submitted a Choice Neighborhoods grant application for $24 million for Yesler Terrace, previously described in this report
- Partnered on a transit-oriented project led by King County Metro in the Northgate area that received a Sustainable Communities grant
- Selected a development partner and conducted predevelopment work to apply for HUD Section 202 or 811 funding

City of Seattle partnerships

Seattle Housing continued to explore strategies with the City of Seattle to maximize our common purposes of increasing and preserving low-income housing. In 2010:

- Seattle Housing committed an additional 500 vouchers over a seven year period to the Housing Levy, which was passed by voters in 2009. These vouchers are in addition to the 500 vouchers previously committed to the 2002 Housing Levy. More than 100 of these vouchers were allocated in 2010.
- Seattle Housing and the City reached agreement on the zoning requirements that will be necessary to facilitate the redevelopment of Yesler Terrace, including a schedule for City Council action/approval of changes and a work plan.
- Seattle Housing distributed 50 project-based vouchers through the City's notice of funding availability process, which will serve as replacement housing for High Point.
- The City's Office of Housing awarded Seattle Housing $3 million for the renovation of four properties, focusing on exterior repairs and weatherization activities. In addition the City contributed funding for energy efficiency activities in 510 Seattle Housing units through its HomeWise program.

New Market Tax Credits

Seattle Community Investments (SCI), Seattle Housing's community development entity, continues to monitor compliance of its existing

loans and make required reports to the investor and the U.S. Treasury's Community Development Financial Institutions (CDFI) Fund. In 2010 no opportunities arose for SCI to apply for additional New Market Tax Credits.

Promote healthy communities and stable families

Pathways to financial stability or self sufficiency

The foundation for financial stability and self sufficiency rests on two pillars:

- A family's ability to build assets, such as education, living wage jobs, home or business ownership, and savings accounts that can be used to invest for the future, send children to college, and weather unexpected financial storms
- Safety nets and safeguards, such as insurance, social networks, and access to benefits that provide financial security in the event of a job loss, medical emergency, or other life events that could otherwise put a family in a tailspin

In 2010 Seattle Housing explored new ways to assist and encourage households in subsidized housing to increase their income and resources and reduce dependency on public benefits. To better understand the most effective strategies to pursue, the agency hired a consultant to lead the development of a new economic opportunities strategic plan. Staff throughout the agency and interviews with residents and key stakeholders contributed to the development of the plan. The agency will implement the new plan over the next five years, which will include the following priorities:

- Cradle-to-college-to-career educational opportunities for families
- Increasing the quality of the agency's economic opportunity programs
- Increasing access to onsite and community-based asset building, education, and employment programs
- Increasing the number and effectiveness of partnerships with outside economic opportunity partners

Rent policies (MTW)

In 2001 and again in 2005 Seattle Housing modified the public housing rent policy to achieve a number of goals around resident self sufficiency and to generate administrative efficiencies and sufficient revenue for the agency.

We continue to monitor the success of the rent policy against its goals and consider other strategies to ensure that we are meeting the needs of residents and the agency as fully as possible.

Employment services

Seattle Housing's employment services program, The Job Connection, continues to provide a range of service to help chronically under- and unemployed residents and voucher participants find and keep family-wage jobs.

The Job Connection accomplished the following outcomes in 2010:

- 182 job placements, including Section 3 placements (described in the following section), with an average hourly wage of $18.21
- 38 percent of placements offered benefits
- 49 percent 6-month retention rate, which was influenced by the current local economy

A number of residents participated in The Job Connection's Adult Work Experience program. However, due to the current state of the Seattle economy, the Adult Work Experience permanent placement figures were below target. We are hopeful that an upswing in the economy will improve future results.

Asset building

Seattle Asset Building Initiative: October 2010 marked the completion of the Seattle Asset Building Initiative (SABI) pilot project of the Seattle - King County Asset Building Collaborative. SABI was a systems-based effort to develop a new asset building service delivery system out of existing services focused on subsidized housing participants in two distinct groups: formerly homeless families and families close to an income level that could end subsidies. Funding for staff assigned to the three-year pilot project came to an end; however, the Collaborative continues to exist.

The following is a summary of the key results from the pilot project:

- Over the course of the pilot project, 79 individuals worked with an asset-building specialist to increase economic self sufficiency.
- At project end, 33 participants (or 42 percent of all participants) had reached at least one of their asset-building goals, including education, jobs, homeownership, and savings accounts.

Tenant Trust Accounts: (MTW) The purpose of the Tenant Trust Account (TTA) program is to enhance public housing residents' economic self sufficiency by helping them save for homeownership, education, or to start a small business. For eligible households that choose to participate, Seattle Housing establishes a TTA and deposits a portion of the household's monthly rent payment into the account.

At year end there were 261 participants enrolled in the TTA program with an average escrow balance of $1,205. Deposits ranged from $10 to $170 per month, depending on household income and rent paid. Two TTA participants purchased homes in 2010.

The agency considered and is continuing to explore programmatic and policy changes to more closely tie the TTA to individual and agency goals for economic self sufficiency. The recommendations of the recently completed economic self sufficiency strategic plan will guide future changes to the TTA program.

Family Self Sufficiency Program: In 2010 the Family Self Sufficiency (FSS) program continued to enroll participants and provide them with case management, coordination of services, and savings accounts for participants whose wages increase.

As of year end 209 participants were enrolled in the FSS program. Among participants, 131 had escrow account balances. Over the course of the year, 15 participants graduated from the program and four moved into non-subsidized housing.

In 2007 Seattle Housing proposed a number of revisions to the FSS program that we believe would improve the outcomes of the program. While allowable under our MTW agreement, we have been unable to implement these changes as they may jeopardize eligibility for future FSS funding.

Nonetheless, the FSS program was successful in partnering with the King County Housing Authority to combine the Project Coordinating Committee (PCC) and kicked off the joint venture by sponsoring a "Bridging the Gap" Resource Fair. Over 240 residents and 60

representatives from different government, nonprofit, and for-profit organizations attended.

Higher Education and Training

In 2010 Seattle Housing continued its partnership with the Seattle Jobs Initiative and Goodwill to connect clients with vocational and educational opportunities under the Career Pathways initiative. Seattle Housing recruited housing participants to enroll in the Community College 101 course offered by Goodwill. Once students completed the course, Goodwill provided navigator services to help students enroll in community college and on-going support during enrollment. Students who complete the Community College 101 course are eligible for two to four quarters of funding to pay for school-related costs that are not covered by financial aid. During 2010 13 Seattle Housing participants completed the Community College 101 course and 11 out of the 13 enrolled in a community college.

Technology Access

Seattle Housing continues to work with a variety of partners to support technology access for residents. Activities in 2010 included:

- The Yesler Terrace Learning Center, operated by the Associated Recreation Council, offered high-speed Internet access, software training, English as a Second Language, and classes designed specifically for youth and seniors. The Yesler Terrace Learning Center completed the last of the Neighborhood Networks (NN) grants from HUD.
- The agency partnered with OneEconomy and the City of Seattle on pre-implementation work for a grant received in 2011 to support computing centers and expand wireless Internet access in Seattle Housing's garden communities and Denny Terrace.
- The Denny Terrace Computer Lab Committee received a City of Seattle Bill Wright Technology Matching Fund grant to set up a new computer lab at Denny Terrace.
- A small group of Primeau Place residents opened a computer lab in their building with two computers and printers.
- Digital Promise provided technology services to five computer labs in Seattle Housing communities for the United Way Day of Caring.

Section 3

Section 3 is a federal requirement that work created by HUD-funded projects go, as much as possible, to low-income residents and businesses in the project area. Seattle Housing employs a Section 3 coordinator to make the connections between contractors and eligible individuals and businesses.

The Section 3 program continues to increase employment opportunities in construction and other related fields. The agency used a Request for Competitive Proposals process on selected construction projects, which proved to be an effective mechanism to select contractors based, in part, on their commitment to maximizing Section 3 employment opportunities.

In 2010 131 Section 3 participants were placed in jobs on agency construction projects with an average hourly wage of $22.00. In addition, 91 new businesses were recruited and certified.

The Section 3 program was active in meeting with local trades unions, apprenticeship programs, and external partners to promote Section 3 hiring practices and worked with

partners to implement a community job fair and job club at Rainier Vista.

The program entered into a contractual agreement with the Workforce Development Council (WDC) to provide services under the WDC's Pathways out of Poverty federal grant, which resulted in 45 job placements at Seattle Housing construction sites and 30 Section 3 participants receiving pre-apprenticeship training through a new evening/weekend program at Seattle Vocational Institute.

Moves to market-rate rental (MTW)

In addition to efforts to promote homeownership (described previously), Seattle Housing works to prepare subsidized housing residents for the unsubsidized rental market.

Safety net: In 2008 Seattle Housing added a local preference for public housing that will serve as a safety net for public housing residents who move out of assisted housing but find that their situations change and threaten to make them homeless. The intent of this Safety Net Application Process (SNAP) is to encourage residents with sufficient income to open up housing opportunities for applicants on the waiting list.

In 2010 the agency was still in the early stages of fully promoting SNAP to public housing residents and over the course of the year no public housing residents took advantage of the program. The reasons for this are unknown, but we can speculate that the economy and extremely low turnover rates resulted in relatively few residents substantially increasing their incomes and moving to market-rate housing.

In the voucher program, the agency implemented a new policy that participants will have six months as a safety net following the time that their rent essentially reaches market rate (when their Housing Assistance Payment is less than $50 per month). If their income drops during that period, their rent will be adjusted accordingly and their program participation will continue. (MTW)

Incentives: Seattle Housing had previously planned to pilot a project in partnership with the local Committee to End Homelessness to provide financial incentives and assistance to transition current residents with sufficient incomes into market-rate housing. However, County funding for this partnership failed to materialize.

Lease requirements (MTW)

Seattle Housing continues to utilize a self sufficiency lease requirement in HOPE VI communities. This requirement, coupled with on-site employment services, has helped to ensure that the majority of work-able residents count earned wages as their primary source of income.

At our HOPE VI sites, all adults who receive a rent subsidy (public housing or voucher) sign a self sufficiency lease addendum. They are expected to enroll at the on-site employment services office, The Job Connection, and begin the process of getting job ready as soon as possible. Residents who are already employed at leasing are encouraged to work with The Job Connection to gain skills and increase their economic self sufficiency. If subsidized residents report decreased wages and request a rent reduction they are also required to report to The Job Connection to get assistance with job search, skill development, or other paths to pursue their self sufficiency plan.

Targeted services for seniors and people with disabilities

Case management

Mental health case management: Community Psychiatric Clinic (CPC) provided mental health case management and eviction prevention services to high-rise residents in crisis throughout 2010. Three CPC case managers assisted residents through outreach, needs assessment, and referrals. CPC works closely with property managers and Aging and Disability Services (ADS) case managers in order to support residents.

The mental health case management program was successful in preventing 100 percent of the eviction cases that staff worked on. CPC provided more than 1,450 crisis intervention and outreach sessions and 2,000 total service hours. CPC served 65 unduplicated clients, 19 percent of whom were limited-English speakers.

Aging and Disability Services: For more than ten years Seattle Housing has worked in partnership with Aging and Disability Services (ADS) to provide longer-term case management support and eviction prevention services to residents of public housing and senior housing communities. Over the course of the year ADS served approximately 1,525 Seattle Housing clients (of which 35 percent were limited English speakers) and provided 8,226 building hours. In addition, ADS was able to prevent 94 percent of the eviction cases that their staff worked on.

Health and wellness

Physical Fitness: Seattle Housing partnered with Senior Services in 2010 to provide fitness classes for seniors at Westwood Heights. The program is a low-cost, evidence-based exercise program that helps older adults at all levels of fitness become more active, energized, and empowered to sustain independent lives. Senior Services served 14 residents and held a total of 169 EhanceFitness classes. Because Senior Services did not obtain a federal grant from the Administration on Aging as was hoped in 2010, plans to expand the program to additional buildings are on hold.

Wellness clinics: Seattle Housing worked with Visiting Nurse Services of the Northwest to conduct monthly wellness clinics. In 2010 the program operated clinics in more than 30 Seattle Housing communities. A nurse staffed the clinics at each building for about 1.5 hours monthly. Seattle Housing also continued its partnership with the Seattle University School of Nursing to provide free health education for selected communities on a rotating basis.

Targeted services for immigrants and refugees

Limited English proficiency

In 2010 the agency worked with local nonprofits to provide services for residents with limited English proficiency in Rainier Vista, Yesler Terrace, High Point, and NewHolly. Services included interpretation, translation, and outreach. During 2010 partner agencies provided more than 830 hours of interpretation and 560 hours of social services to residents speaking Southeast Asian languages. In addition, partners provided more than 1,000 interpretation hours to East African language-speaking residents around property management issues and provided outreach services to more than 225 unduplicated residents to access government benefits, immigration, education and health services.

The agency continues to implement policies and procedures to ensure residents and applicants with limited English proficiency can effectively access housing information and services.

Citizenship

Seattle Housing's partnership with the City of Seattle's New Citizens Initiative to work with local nonprofits to help Seattle Housing's immigrant residents become U.S. citizens continued in 2010. Services included assistance with the citizenship application and submission process and citizenship instruction. Services included nearly 9,500 hours of instruction to Seattle Housing residents in at least 12 languages. Over the course of the year 28 of the Seattle Housing residents who were assisted became naturalized.

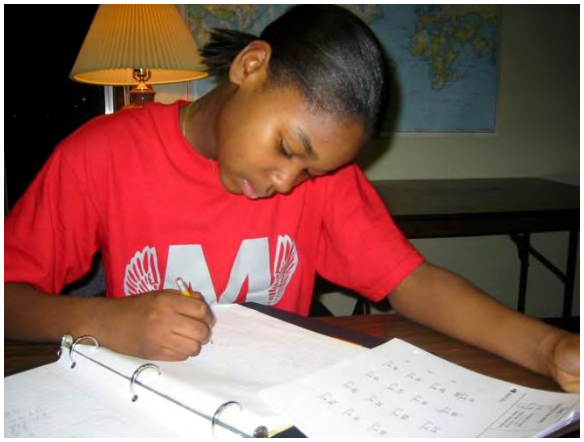
Targeted services for the homeless

Sound Families

Seattle Housing partnered with two nonprofit agencies (Family Services and Catholic Community Services) to provide services to formerly homeless families in 38 Seattle Housing-operated Sound Families units. Families received case management services, parenting classes, landlord-tenant advocacy, and basic needs assistance. In addition, families received support with job-readiness skills training and career development. The agencies worked closely with these families to help them become self-sufficient through employment and permanent housing options.

Targeted services for youth

Seattle Housing worked together with several organizations to support youth programs in 2010. The agency funded youth tutoring for over 450 youth, computer classes and Internet access, and youth leadership opportunities. The agency also funded additional summer youth employment and recreation opportunities for youth at NewHolly and High Point, home to more than 1,000 youth each.



Through its various programs, Seattle Housing was able to serve more than 1,300 youth with either year-round activities or summer programming. Following is a summary of the activities.

In 2009 the agency began a new health initiative in partnership with King County Housing Authority (KCHA) and Public Health- Seattle King County. Funded with a four year Robert Wood Johnson Foundation Healthy Kids Healthy Communities grant, this Seattle/King County initiative seeks to reduce childhood obesity through healthy eating and active living for children at four public housing sites –Seattle Housing's High Point and NewHolly, and KCHA's Greenbridge and Birch Creek communities.

In 2010 the initiative achieved the following highlights:

- In response to community demand for fresh produce at High Point, Seattle Housing collaborated with High Point stakeholders to survey 200 community members on what produce they would buy locally and where. After Seattle Housing and community members shared the survey results with the nearby Walgreens, the store began to carry fresh produce and is also now approved for WIC products.

- Seattle Housing also promoted the opening of the new High Point Mini-Market through letters of support and assistance with marketing. The retailer opened in November and is the first place in West Seattle to sell halal meat and spices, along with fresh produce and other grocery items.
- The agency partnered with the Seattle Department of Neighborhoods P-patch Program to increase the communities' awareness of the NewHolly and High Point Market Garden farm stands, resulting in a doubling of farm stand revenue at High Point and tripling at NewHolly.
- Seattle Housing successfully encouraged the NewHolly Condo Board in approving a proposal to have healthy vending machines on its campus.

Community Building

Seattle Housing relies on community building to increase residents' self sufficiency and connection to the greater Seattle community and to sustain quality of life. Seattle Housing's six Community Builders promote collaborative relationships among service providers and neighbors who work together around common interests.

In 2010 Community Builders built on partnerships with community members, neighborhood organizations, and service providers to promote engagement of individuals in their communities across economic, ethnic, age, and ability lines. Highlights of their accomplishments in 2010 include:

- Supporting the Yesler Terrace Community Council in implementing their $9,000 grant from the Seattle Department of Neighborhoods, which funded translation and interpretation services that allowed non-English proficient community members to participate in political and informational processes
- Providing technical assistance and support to the High Point Neighborhood Association volunteer leaders to organize and conduct elections and establish a clear mission and vision that includes all members of the community
- Coordinating with Jefferson Terrace residents, Seattle Housing staff, and Public Health-Seattle King County to plan for the medical respite care program
- Working with the Jackson Park House Community Action Team, which received a grant from the City of Seattle Small Sparks Matching Fund in 2010, on a Safe and Secure Night Out event with social service and disaster preparedness information, a book exchange, and a barbecue
- Supporting coordination between SHARP (SHA Residents Preparing) and Seattle Fire Department and City of Seattle Emergency Management staff to hold a Fire Safety and Disaster Preparedness Workshop for 60 Seattle Housing residents in December 2010

Resident participation funds

Seattle Housing signed a Memorandum of Understanding with the elected public housing resident councils for the use of $126,000 in Resident Participation Funds (RPF) and met with this group quarterly to plan and monitor activities. Funding priorities determined by resident leaders were: interpretation and translation services for limited English speaking residents attending council meetings, office supplies and computer equipment for the councils, resident training, and costs associated with resident council meetings and elections. A highlight was the use of these training resources

so that several resident council leaders could attend the Western States Center Strategic Training Initiative.

Safety and security in Seattle Housing's family communities

Seattle Housing renewed commitments to be proactive with residents, homeowners, schools, community organizations, the police, and other city agencies to ensure that our communities are safe and are perceived to be safe.

The community building strategies outlined previously in this section continue to build neighbor-to-neighbor connections that create a stronger community that is more resistant to criminal activity. Safety and security committees in several communities have worked to develop local solutions to community concerns.

Increases in both the presence of private security and Seattle Police Department Community Police Team officers have also been implemented. In 2010 the agency continued its contract with the Seattle Police Department for four Community Police Team (CPT) Officers and increased the presence of the officers in both High Point and NewHolly in response to perceptions that crime was increasing. The presence of these officers was an important strategy to allay community member fears.

We are also paying close attention to the role of youth in perceptions of and actual safety concerns in the communities. The agency increased resources for High Point and NewHolly youth summer recreational programming and summer youth employment.

Since the HUD-funded Drug Elimination Grant was eliminated several years ago and levels of operating funding from HUD have been inconsistent, Seattle Housing has struggled to support the level of services needed for healthy and safe communities. Extremely low-income families need a range and depth of services that are not always readily available in the broader community. Regardless of Seattle Housing's attempts to leverage resources, subsidized housing residents are not necessarily a priority for service agencies or local government. The lack of dedicated funding, even when there are additional funds added to operating funding from HUD, forces Seattle Housing to pit service needs against property capital and maintenance needs.

Maximize Seattle Housing's limited resources to fulfill our mission

Reduce the administrative burden on Seattle Housing and on future and current tenants

Streamlined Low-Income Housing Program (MTW)

Some of Seattle Housing's properties utilize both project-based vouchers and public housing subsidy. While these two programs serve the same population, they have different requirements that are confusing to residents and administratively burdensome to administer in a single property. In 2008 the agency's Board of Commissioners passed Resolution 4899, establishing the Streamlined Low-Income Housing Program (SLIHP), which allows project-based vouchers and public housing to function more seamlessly in communities that operate both programs.

In 2010 Seattle Housing expanded the SLIHP to Tamarack Place and continued to refine implementation of the program to maximize efficiency and consistency.

Inspections

Public housing: (MTW) In 2003 a new inspection protocol was implemented under which all family units receive a comprehensive inspection while high-rise apartments and one-bedroom units receive either a comprehensive or a limited inspection annually. In a limited inspection, smoke detectors and emergency pull cords are tested, at a minimum. As more public housing units have been infused with Low-Income Housing Tax Credit funding, which does not allow a limited inspection, fewer units are eligible for this protocol. The agency continues to monitor the impact of this inspection protocol and may make amendments in the future to better meet goals around reducing vacate costs and identifying capital needs earlier.

Vouchers: (MTW) In 2007 Seattle Housing began consolidating unit inspections in buildings that house a large number of assisted tenants, making the process of scheduling inspections more efficient and saving inspectors' driving time. The agency also allows project-based landlords to certify that units meet Housing Quality Standards (HQS) when units turn over in between regular inspections.

In 2010 Seattle Housing considered but decided not to implement a new policy that would allow landlords an extra 30 days to correct unit deficiencies that do not pose significant safety concerns. However, the agency did allow landlords to self-certify that required corrections for minor fails were complete. Seattle Housing will continue to push landlords to make corrections as soon as possible. This policy was designed to prevent households from being required to move and to reduce staff time associated with re-inspections. Participants always have the right to request an inspection if they feel their landlord is not meeting appropriate standards.

Seattle Housing is currently considering a biennial inspection policy and will wait until 2011 to develop plans to allow tenant-based landlords who consistently pass inspections to initially self-certify, at new move in, that the unit meets Housing Quality Standards (HQS).

Streamlined rent reviews and income verification: (MTW) Both the voucher program and public housing have made efforts over the last several years to streamline rent reviews. While most changes made to date have not required MTW flexibility, the most significant changes have. This includes the agency's move to conduct rent reviews every three years instead of every year for fixed income households. Implementation of this policy began in 2004 in public housing and in 2010 for the voucher program.

In 2010 the voucher program also eliminated review of income from assets under $50,000 and worked on a streamlined process for medical deductions.

"Rent reasonableness" (MTW)

HUD requires that housing authorities verify that the rents being paid in voucher-subsidized units are reasonable. In 2009 Seattle Housing began to develop options for streamlining or replacing the rent reasonable determination for rent increase requests and plans to implement a new process in 2011.

Local leases (MTW)

Seattle Housing allows month to month leases for renewals at its HOPE VI properties for all housing types, including public housing and project-based voucher. This is primarily to allow the properties to treat market-rate, tax credit, and subsidized renters as similarly as possible,

while still holding to the purpose of the housing type.

If a tenant's portion of their rent has reached the maximum tax credit rent for their unit, there is typically a rent increase each year. If a tenant signs a one-year renewal, they get a greater discount. This approach is typical in market-rate rentals and encourages community stability.

Resource conservation

Audits and analyses: (MTW) In lieu of HUD-required energy audits every five years, Seattle Housing implements a variety of strategies for ongoing resource analyses and invests funds that would have been spent on audits on staff who can monitor and analyze resource issues and opportunities in real time.

Seattle Housing manages multiple databases to support timely, property-level resource conservation evaluation. For additional energy analysis, Seattle Housing partners with local agencies and utilities to audit energy use in our properties. Prior to all capital improvement projects, Seattle Housing utilizes free energy audits provided by both Seattle City Light and the Seattle Office of Housing.

Resource conservation measures: Seattle Housing funds resource conservation measures that have resulted in substantial energy savings. For example, in 2003 Seattle Housing launched a $500,000 toilet replacement program throughout Seattle Housing's properties. The program replaced over 5,400 inefficient toilets with low-flow models, and resulted in over $6 million in savings to date.

In 2010 Seattle Housing continued to invest in resource conservation and weatherization efforts. The agency upgraded 86 toilets at scattered site properties to new high efficiency toilets, which perform at 1.28 gallons per flush (GPF).

Seattle Housing continued to work closely with the City of Seattle's Office of Housing on rehabilitation projects by performing energy conservation and weatherization measures. The Office of Housing provided partial funding in the form of energy conservation rebates for items such as new windows, insulation, exterior cladding systems, air sealing, solar hot water systems, and energy saving light fixtures, fans, and elevator motors. Resource conservation work in partnership with the Office of Housing in 2010 included major rehabilitation of three senior housing buildings (Schwabacher, Reunion, and Willis Houses), various special portfolio buildings, scattered sites, and two public housing high-rises (Bell Tower and Denny Terrace). This work will continue at Denny Terrace in 2011.

Reunion House, after rehabilitation and resource conservation work was completed in 2010

For new construction projects Seattle Housing worked closely with Seattle City Light to implement energy saving measures in these structures and obtain energy conservation funding for measures as described above. In 2010 this included the construction of Tamarack Place, Rainier Vista Northeast, and Lake City Village. As a result of the energy saving measures implemented during Tamarack Place's construction in 2009 and 2010, Seattle Housing

received a Built Smart rebate for more than $27,000 from Seattle City Light for 2011.

Organizational and administrative improvements

Streamlined acquisition process (MTW)

Under MTW, Seattle Housing is able to acquire public housing properties without prior HUD approval. The agency follows an acquisition protocol agreed on with HUD in 2004 to ensure appropriate review and documentation of purchases. However, no acquisitions were made in 2010.

Streamlined HUD approval of mixed-finance deals (MTW)

Seattle Housing anticipates using HUD's new Streamlined Application Process in Public/Private Partnerships for the Mixed-Finance Development of Public Housing Units once HUD publishes the final regulations. Until that time Seattle Housing continues to use the expedited mixed-finance closing process that was initially implemented in its closings that took place between 2005 and 2007. In 2010 Seattle Housing closed 86 units at Lake City Village and 118 units at Rainier Vista Northeast. Mixed-finance closings have recently grown more complicated and less streamlined, due to certain HUD staff requiring additional steps in the process and not honoring the previously agreed-upon and implemented processes.

Preventive maintenance

The extensive renovation and redevelopment activities that Seattle Housing has undertaken in recent years have resulted in a renewed awareness of the importance of preventive maintenance. In 2010 Seattle Housing's Housing Operations and Asset Management departments worked together to update the agency's preventive maintenance strategies and began to develop unique preventive maintenance plans for each property.

Vacate costs

In 2010 Seattle Housing created a Vacate Review Project Team to manage and reduce costs associated with making vacated units ready to lease again. Team members represented maintenance, property management, asset management, and budget staff. The team reviewed current practices and data and set an agenda for 2011 to identify feasible work and cost savings.

The results of cost analyses indicated that the agency is relatively cost effective, but that there are several areas of opportunity to do less extensive repairs to reduce costs. These opportunities are currently being considered and implementation is planned for 2011.

Staff training and development

In 2010 Seattle Housing increased funding to support a comprehensive staff training program. The organization will be addressing a number of issues in the next few years, including an aging and more diverse employee body.

A key focus in 2010 was technical skill development in the use of computers and business software. Trainings also covered supervisory and skills training, leadership, communication, and safety topics.

Information technology capacity

The complexities associated with Seattle Housing's diverse array of housing programs and implementation of MTW activities has contributed to a backlog of information technology (IT) needs.

In order to increase Seattle Housing's capacity to address these issues, the agency is taking steps to help staff become more self-reliant and temporarily adding IT staff. In 2010 Seattle Housing provided numerous training classes on various Microsoft Office topics and upgraded from Office 2003 to 2007. The agency continued to support technology hardware infrastructure, provide staff training, and acquire software that simplifies preparation of data tables and other information extracted from Seattle Housing's systems.

In 2010 Seattle Housing selected a new property management software product to consolidate and update the software products used for property and voucher management. Seattle Housing is currently working to implement the new software product and expects that the first phase of implementation will take place in late 2012. Ultimately the conversion will enable IT to reduce the backlog of requests for new automation projects. This consolidation of software programs will require more uniform business processes in different parts of the agency, potentially improving efficiency and reducing the amount of time needed to collect information for regulatory reports.

Local performance measure system (MTW)

HUD uses a standard system for rating housing authorities based on management, physical, and financial indicators of each public housing property, called the Public Housing Assessment System (PHAS). A housing authority's overall score determines whether or not the agency receives bonuses, such as additional funding, or perhaps additional oversight by HUD. Both the current system, and HUD's proposed revisions to PHAS, do not allow for MTW housing authorities to be accurately scored, as they do not take into consideration the variations and complexities of MTW flexibilities.

In 2010 Seattle Housing worked with other MTW housing authorities across the country to explore potential alternative assessment systems that can serve as a more meaningful representation of MTW agencies' performance. Options will be discussed further in 2011.

Activities in the community

Seattle Housing continues to make concerted efforts to participate in citywide and regional housing and economic development forums. We want to make sure that the community as a whole benefits from MTW flexibility and that the agency's housing resources are appropriately placed in the affordable housing continuum. The partnerships we develop also help to ensure that Seattle Housing residents have access to self sufficiency resources throughout the region. Activities in 2010 include:

- Seattle Housing is well-represented on the Committee to End Homelessness and its various subcommittees by the Executive Director, Communications Director, and Director of Housing Advocacy and Rental Assistance Programs.
- The Executive Director serves on the Board of the Workforce Development Council (WDC) of Seattle-King County. The WDC provides training and development to promote economic opportunity for residents and assure a viable workforce for area businesses. Seattle Housing is also represented on the WDC Youth Committee.
- The Executive Director serves on the Board of the Seattle Central Community College Foundation, which provides scholarships, child care, and tutoring to disadvantaged youth.

- The Executive Director serves on the Board of Seattle Jobs Initiative, which connects low-income people to job training and placements.
- The Executive Director was appointed by the Governor to the State's Affordable Housing Advisory Board, which advises the Governor and the Department of Commerce.
- The Deputy Executive Director for Development serves on the Urban Land Institute Seattle Advisory Board and Steering Committee and is co-chair of the Thriving Communities Task Force.
- The Deputy Executive Director for Development is an adjunct instructor at the University of Washington College of Built Environments and a member of the College's Department of Urban Design and Planning Professionals Council.
- The Deputy Director for Finance and Administration chairs the National Association of Housing and Redevelopment Officers (NAHRO) Public Housing Subcommittee. He is also an honorary Board Member of the Rainier Vista Boys and Girls Club and was named by the Mayor to the Seattle Center Advisory Commission.
- The Housing Finance and Asset Management Director is a member of both the City of Seattle Credit Committee and the State Bond Cap Advisory Committee.
- The Director of Rental Assistance and Housing Advocacy is a member of the City of Seattle Credit Committee.
- The Communications Director represents Seattle Housing on the Governing Board of the Seattle CityClub, which sponsors programs on civic issues, and serves as CityClub's expert on housing and homelessness issues.
- The agency's General Counsel is a member of the Historic Seattle Preservation and Development Authority Council, which preserves historic structures and owns and operates affordable housing.
- The General Counsel is also a board member of Port Jobs, which helps low-income people find employment and apprenticeship opportunities in the building and construction trades.
- The Human Resources Director is a member of the Breakfast Group, an African-American men's group that provides business mentorship and an education program aimed at young, at-risk males of color.
- The Human Resources Director is a Board Member of Communities in Schools, a nonprofit group that provides at-risk students with a community of support, empowering them to stay in school and achieve in life.
- Community Service Division staff continue as founding members of the Seattle Asset Building Collaborative, a coalition that supports the economic self sufficiency of low-income families. Staff also continued to serve on a Seattle-King County inter-governmental committee on senior housing and service needs for baby boomers.

IV. Long-term MTW Plan

This section briefly describes Seattle Housing's vision for its future directions and provides a link to our strategic plan.

Strategic planning

Late in 2009 and in the first half of 2010, Seattle Housing undertook a strategic planning process to set the agency's direction for the next five years. The process engaged staff, residents, key stakeholders and other community members in considering the key questions facing the Housing Authority and developed solutions to help the agency accomplish its mission in the best and most efficient ways possible.

The strategic planning process integrated key elements of the MTW plan, ensuring alignment of the agency's missions and goals, and was adopted by the Board of Commissioners. The strategic plan was included in Seattle Housing's 2011 MTW Annual Plan and can be accessed at: http://www.seattlehousing.org/news/strategic/.

V. Proposed MTW Activities: HUD approval requested

This section provides HUD-required information regarding activities that were proposed in the 2010 Plan and approved, but not implemented.

Seattle Housing proposed four new strategies in the 2010 Plan. Each strategy is simply a new aspect to the implementation of an already approved MTW activity. However, for the purpose of transparency, these strategies are outlined in this section.

2010 new strategies - implemented

Of the new strategies, three were implemented:

- The 180-day End of Participation "clock" due to income will start when a family's Housing Assistance Payment (HAP) reaches $50 or less (Strategy #10.H.11 of MTW Activity #10 Local Rent Policy)
- Seattle Housing will increase the threshold for calculating asset income to an amount up to $50,000 (Strategy #10.H.12 of MTW Activity #10 Local Rent Policy)
- Self-certification by landlords of correction of minor failed inspection items (Strategy #3.H.04 of MTW Activity #3 Inspection Protocol)

Further information about these activities is provided in Section VI.

2010 new strategies – not implemented

The following proposed new strategy was not implemented in 2010:

- Streamlined medical deductions (Strategy #10.H.13 of MTW Activity #10 Local Rent Policy)

Seattle Housing staff did planning work during the year to determine how best to implement the new streamlined processes for medical deductions. However, implementation is not expected until 2011.

VI. Ongoing MTW Activities: HUD approval previously granted

This section provides HUD-required information detailing previously HUD-approved uses of MTW authority, including evaluation criteria and specific waivers to be used.

Background

Seattle Housing has made an effort to include all previously approved MTW activities. Any omissions are unintentional and should be considered continuously approved. If additional previously approved activities are discovered, Seattle Housing will add them to subsequent plans or reports.

It should be noted that throughout the first ten years in MTW, HUD requirements as to how and when to seek approval for MTW activities fluctuated. Some MTW flexibilities were requested outside of the annual Plan (e.g. streamlined acquisition process) or were considered implicit (e.g. using MTW Block Grant funds to allow residents in local housing programs to participate in agency-sponsored social services). In other cases, Seattle Housing needed only to state in very broad terms its intention to implement an MTW activity.

In many cases, MTW activities appear in multiple plans. The dates included in this section are the first year the activity was mentioned in an approved plan and the first year it was implemented.

Each MTW activity represents an authorization previously approved by HUD. The implementation of these activities may vary over time as Seattle Housing strives to continuously improve its practices and respond to a changing environment. For the sake of the demonstration, Seattle Housing attempts to specify the strategies that are utilized. However, these strategies are part of a whole and cannot always be viewed as distinct parts.

Some MTW activities include strategies that Seattle Housing has implemented in the past but did not need to use in 2010, such as streamlined acquisition processes, which were not required because we did not acquire any public housing properties during the year. In addition, some strategies are inactive because they are no longer allowed by HUD, such as Seattle Housing's MTW procurement policies. Other strategies are still under development, with implementation planned for 2011, such as several strategies affecting the FSS program. Others are on hold until Seattle Housing has the capacity to pursue them, and are currently listed as inactive. For each activity, we clearly define which strategies are active, inactive, and under development. Activities under the sub-heading of "Not needed in 2010" are still active, but circumstances did not require their use during the year.

Beginning with the 2011 MTW plan, Seattle Housing changed its numbering system for MTW activities in order to group related strategies together. Please see Appendix F for a table that relates MTW activities in the old numbering system to the new.

MTW Activity #1 – Development Simplification

Status

Active - First included in the 1999 MTW Agreement and 1999 MTW Annual Plan

Description

Development simplification helps Seattle Housing to move quickly to acquire, finance, develop, and remove public housing properties from its stock in an efficient, market-driven manner. MTW flexibilities allow the agency to respond to local market conditions and avoid time delays and associated costs incurred as a consequence of HUD requirements and approval processes. While of greatest impact when the housing market is highly competitive, these strategies present opportunities at all times for Seattle Housing to avoid costs and increase housing options as circumstances arise.

Authorization

MTW Agreement - Attachment C (C)(12), (C)(13), (C)(16); Attachment D (C)(2). Our MTW authority is used for the strategies described below.

Public Housing Development Simplification Strategies

- Streamlined mixed-finance closings: Utilize a streamlined process for mixed-finance closings. (MTW Strategy #1.P.04, formerly #73. Implemented in 2005.)

Not Needed in 2010

- Streamlined public housing acquisitions: Acquire properties for public housing without prior HUD approval, provided that HUD site selection criteria are met. (MTW Strategy #1.P.02, formerly #70. Implemented in 2004.)
- Design guidelines: Seattle Housing may establish reasonable, modest design guidelines, unit size guidelines and unit amenity guidelines for development and redevelopment activities. (MTW Strategy #1.P.01, formerly #81. The agency has not yet needed to exercise this flexibility.)
- Total development cost limits: Replaces HUD's Total Development Cost limits with reasonable limits that reflect the local market place for quality construction. (MTW Strategy #1.P.03, formerly #94. The agency has not yet needed to exercise this flexibility.)
- Streamlined public housing demo/dispo process: Utilize a streamlined demolition/disposition protocol negotiated with the Special Applications Center for various public housing dispositions (including those for vacant land at HOPE VI sites and scattered sites property sales). (MTW Strategy #1.P.05, formerly #72. Implemented in 2004, however, most of the streamlined features are now available to all housing authorities.)

Impact

Development simplification strategies are intended to increase cost effectiveness and promote housing choice by allowing Seattle Housing to acquire, finance, develop, and remove property in a manner that maximizes our ability to take advantage of market conditions and avoids unnecessary costs.

Impact	Metric	Baseline	Benchmark	2010 Results
Increase housing choice in cost-effective manner	Public housing units acquired through expedited process	0	200 by 2018	0 in 2010; 137 units using expedited process to date
	Public housing units developed/financed through streamlined mixed-finance closings	0	177 in 2009 and 2010	0 in 2010 – closings occurred, but HUD did not honor the expedited process

Challenges

Unfortunately, HUD staff did not honor the streamlined mixed-finance process for the three closings that occurred in 2009 and 2010. The streamlined process previously implemented and agreed upon in Seattle Housing's MTW agreement eliminates the need for HUD to review documents that are not directly pertinent to HUD's role in the mixed-finance deal. The result was both significant additional staff time and, in some cases, missed opportunities. For example, at Tamarack Place, because HUD did not honor the streamlined process for mixed-finance closings pushed the project schedule back one month, which resulted in staff scrambling to meet the lease up schedule committed to other investors. Overtime costs were incurred of $1,684 for three staff responsible for leasing the units. While the dollar amount of the overtime is not large, these costs and the challenges for staff involved in the mixed-finance closings and lease up were avoidable.

Data collection methods

Seattle Housing closely tracks details regarding all public housing acquisitions and mixed-finance closings.

MTW Activity #2 – Family Self-Sufficiency Program

Status

Under Development - First included in the 1999 MTW Annual Plan

Description

Seattle Housing's Family Self-Sufficiency Program supports residents with services and financial incentives that help them to pursue self sufficiency in multiple arenas, including employment, education, and moves to market-rate housing. MTW strategies have been designed to help the Family Self-Sufficiency Program to expand its impact by partnering with other agencies, providing incentives for participation, and using local selection criteria, contract terms, and escrow calculation methods.

Authorization

MTW Agreement- Attachment C (C)(5), (C)(11), (E). . Our MTW authority is used for the strategies described below.

Agency-wide Family Self-Sufficiency Program Strategies

The following strategies are under development, with implementation planned as soon as it is resolved that they are allowable under FSS funding guidelines:

- FSS Program Coordinating Committee: Restructure Program Coordinating Committee (PCC) to better align with program goals and local resources. (MTW Strategy #2.A.05, formerly #23. Implementation is planned for 2011.)
- FSS program incentives: Provide incentives to FSS participants who do not receive escrow deposits. (MTW Strategy #2.A.06. Implementation is planned for 2011.)
- SJI preference + time limits: Preference for Seattle Jobs Initiative participants coupled with time limits. (MTW Strategy #2.A.02, formerly #92. Not yet implemented.)
- FSS escrow accounts: Use local policies for determining escrow calculation, deposits, and withdrawals. (MTW Strategy #2.A.03, formerly #19. Not yet implemented.)
- FSS participation contract: Locally designed contract terms including length, extensions, interim goals, and graduation requirements. (MTW Strategy #2.A.04, formerly #20. Not yet implemented.)
- FSS selection preferences: Up to 100 percent of FSS enrollments may be selected by local preferences. (MTW Strategy #2.A.07, formerly #22. Not yet implemented.)

Inactive

- Partner with city: Partner with the City of Seattle to share responsibilities and resources for a new integrated FSS program. (MTW Strategy #2.A.01, formerly #87. Not yet implemented.)

Impact

Seattle Housing's active MTW strategies related to the Family Self-Sufficiency Program are intended to promote self sufficiency by increasing assets, increasing graduation from the FSS program, and increasing access to self sufficiency services through referrals to other agencies.

Impact	Metric	Baseline	Benchmark	2010 Results
Increase graduation from FSS program	Percentage of participants graduating from FSS program within three years of enrollment	In 2010, 14 percent graduated within three years of enrollment	Four years following implementation, 20 percent of new enrollees will graduate within three years of enrollment	Relevant strategies not yet implemented
Increase participants' assets	Percentage of participants with escrow deposits within two years of enrollment in the FSS program	In 2010 39 percent of active participants had escrow deposits within two years of enrollment	Three years following implementation, 42 percent of new enrollees will have escrow deposits within two years of enrollment	Relevant strategies not yet implemented
Increase access to self sufficiency services	Number of service providers that participants are referred to	Participants were referred to a total of 78 different service providers throughout 2010	Referrals to 70 service providers/year	Relevant strategies not yet implemented

Challenges

Many FSS program strategies are not yet implemented, due largely to limitations imposed by HUD funding requirements. While the standard MTW agreement is intended to provide the opportunity to use local strategies in the implementation of FSS goals, the Notices of Funding Availability (NOFAs) by which housing authorities receive funding for FSS staff require strict adherence to the published regulations. Seattle Housing continues to advocate with HUD staff to allow MTW flexibility in future NOFAs. The

strategies related to escrow accounts, selection policies, and contract length are on hold, pending resolution to these issues and the ability to continue to qualify for future funding. Compounding the challenges in being innovative with the FSS program, HUD's "lottery method" for FSS funding resulted in the loss of two of the agency's FSS staff in 2010.

Data collection methods

Referrals are tracked in client case notes. Participant data related to enrollment and graduation are tracked in Seattle Housing's property management and HCV management software.

MTW Activity #3 - Inspection Protocol

Status

Active - First included in the 1999 MTW Annual Plan

Description

Seattle Housing uses a cost-benefit approach to unit and property inspections. Current strategies in this approach include using Seattle Housing's own staff to complete HQS inspection of its properties with vouchers, inspecting residences less frequently, and allowing landlords to certify their own corrections of minor items.

Authorization

MTW Agreement- Attachment C (C)(9)(a), (D)(5), (D)(7)(a); Attachment D (D)(1); specific regulations waived include 24 CFR 982.405 (a), 982.352(b)(iv)(A), 983.59, 983.103(f). Our MTW authority is used for the strategies described below.

Voucher Inspection Protocol Strategies

- Inspect Seattle Housing-owned properties: Seattle Housing staff, rather than a third party entity, complete HQS inspection of Seattle Housing owned properties with vouchers. (MTW Strategy #3.H.01, formerly #27. Implemented in 2001.)
- Self-certification for minor fails: Self-certification by landlords of correction of minor failed inspection items. (MTW Strategy #3.H.04, formerly #HI-2010-05. Implemented in 2010.)

Inactive

- MTW Strategy #3.H.02 (Formerly #26): Fines for no-shows at inspections

Agency-wide Inspection Protocol Strategies

- Reduced frequency of inspections: Cost-benefit approach to housing inspections allows Seattle Housing to establish local inspection protocol, including inspections every other year for residents who have not moved. (MTW Strategy #3.H.03, formerly #25h2, and #3.P.01, formerly #25p. Implemented in 2003 for public housing and considering implementation in 2011 for vouchers.)

Inactive

- MTW Activity 3.A.01 (Formerly unnumbered): Private sector cost benefit and risk management approaches to inspections such as avoiding duplicative inspections by using other recent inspections for agencies such as the Washington State Housing Finance Commission. (Not yet implemented.)

Impact

Active MTW inspection protocol strategies are intended to increase cost effectiveness by saving staff time through less frequent inspections and by inspecting Seattle Housing's own units rather than contracting this work out, with a goal of no negative impact on the quality of housing.

Impact	Metric	Baseline	Benchmark	2010 Results
Decrease staff time	Staff time saved from avoided inspections	0	500 hours saved annually	533 hours saved (81 reinspections avoided due to allowing self certification of minor fail items and 1,012 public housing inspections avoided)
Money saved	Money saved by using Seattle Housing staff instead of third party to inspect Seattle Housing units with vouchers	0	$40,000 saved	$66,273 saved
Maintain housing quality	Voucher participant-requested inspections per leased vouchers	1.8 percent in 2009 (128 inspections were requested out of 6,997 households)	No increase in complaint inspection requests	1.8 percent (131 inspections were requested out of 7,132 households)
Maintain housing quality	Percent of units that fail regularly scheduled inspections	In 2009, 29 percent of voucher units failed their regularly scheduled inspections	No more than 33 percent fail regularly scheduled inspections	26 percent of voucher units failed their regularly scheduled inspections (2442 failed inspections out of 9508 total)

Maintain housing quality	Average REAC scores for public housing high rises	90.3 (2000 – 2002)	No decline in average REAC scores	No REAC visits in 2010. Average REAC score for 2003 – 2009 is 88.1

Challenges

Implementation of biennial inspections in the voucher program, where we expect to see most of the time savings, will not begin until 2011. We also anticipate that we will see a greater time savings due to the self-certification of minor fail items in 2011 as inspectors become more confident in the new process. An ongoing challenge is that the streamlined inspection protocol cannot be used for tax credit units, which account for about 55 percent of Seattle Housing's public housing units. This reduces the total amount of staff time that the agency is able to save.

REAC scores tend to vary from year to year, as they are conducted by different inspectors. While average REAC scores did decline from 90.3 to 88.1, the relatively small scale of the decline is not at this point a cause for concern for the agency, and may be related to the backlog of capital needs that we have been working through.

Data collection methods

The number of inspections with a result of minor fail is stored in the HCV management system and avoided inspections is calculated by subtracting the number requiring that staff go out for failure to respond. HCV management system records results of all inspections by type and inspection requests.

Hours saved from avoiding annual inspections for public housing units is based on the total number of units that did not receive a full inspection during the year multiplied by the 30 minutes averaged per inspection in 2010.

Costs avoided by not using a third party to inspect Seattle Housing units with vouchers are estimated based on the costs incurred by the Tacoma Housing Authority in hiring a third party. It costs Seattle Housing staff $135 less per move-in inspection and $62 less for each annual inspection. In 2010 Seattle Housing staff conducted 163 move-in inspections for vouchers in Seattle Housing units and 714 annual inspections.

MTW Activity #4 – Investment Policies

Status

Active - First included in the 1999 MTW Annual Plan

Description

Seattle Housing's MTW investment policies give the agency greater freedom to pursue additional opportunities to build revenue by making investments allowable under Washington State's investment

policies in addition to HUD's investment policies. Each year, Seattle Housing staff assess potential investments and make a decision about whether this MTW flexibility will be needed. In 2010 investment flexibility was not needed and all Seattle Housing investments followed HUD policies.

Authorization

MTW Agreement - Attachment C (B)(5). Our MTW authority is used for the strategies described below.

Agency-wide Investment Policy Strategies

Not Needed in 2010

- Investment policies: Seattle Housing may use Washington State investment policies in lieu of HUD investment policies. (MTW Strategy #4.A.01, formerly #83. Implemented in 1999.)

Impact

Investment policy strategies are intended to increase cost effectiveness by increasing investment revenue.

Impact	Metric	Baseline	Benchmark	2010 Results
Increase investment revenue	Return rate from investments made using Washington State policies rather than HUD investment policies	Return on investments made under HUD guidelines for same time period - 0.52% in 2010	Percent return on investments made outside of HUD guidelines is better than baseline	No investments were made using this flexibility in 2010

Challenges

None of Seattle Housing's 2010 investments utilized this MTW flexibility. However, Seattle Housing continues to monitor the performance of its investments and may use this flexibility in the future.

Data collection methods

Seattle Housing's financial records

MTW Activity #5 – Local Leases

Status

Active - First included in the 1999 MTW Annual Plan

Description

Seattle Housing utilizes local lease strategies to incorporate best practices from the private market and encourage self-sufficiency.

Authorization

MTW Agreement - Attachment C (C)(9)(b), (E). Our MTW authority is used for the strategies described below.

Agency-wide Local Leases Strategies

- Self-sufficiency requirement: All households receiving subsidy from Seattle Housing (public housing or voucher) living in HOPE VI communities must participate in self-sufficiency activities or be working. (MTW Strategy #5.A.01, formerly #68. Implemented in 1999.)

Not Needed in 2010

- Local lease: Seattle Housing may implement its own lease, incorporating industry best practices. (MTW Strategy #5.P.01, formerly #84. Not yet implemented beyond the strategies previously enumerated.)

Inactive

- Grievance procedures: Modify grievance policies to require tenants to remedy lease violations and be up to date in their rent payments before granting a grievance hearing for proposed tenancy terminations. (MTW Strategy #5.P.02, formerly #24. Not yet implemented.)

Public Housing Local Lease Strategies

- Lease term of less than one year for public housing units: Residents may renew their leases for six month or month-to-month time periods. (MTW Strategy #5.P.03, formerly #28. Implemented in 2010.)

Impact

Active local lease strategies are intended to promote self sufficiency by encouraging work-able adults to participate in self-sufficiency activities and to simplify property management by not having different lease renewals by housing program.

Impact	Metric	Baseline	Benchmark	2010 Results
Increase work-able adults who earn income through employment	Percent of work-able public housing and voucher households whose primary source of income is wages	Percent of households without self-sufficiency requirement for the same time	Percent is higher for HOPE VI households (with self-sufficiency requirement) than baseline	12.5% higher (63% of work-able households in HOPE VI earned income through

		period with wages as primary source of income – 55% in 2010	(55%)	employment in 2010 - 415 out of 659 total work-able HOPE VI households)
Decreased administrative burden of managing different lease renewal terms	Number of public housing units for which lease renewals of less than one year are available	0	826	826

Challenges

The difficult current economic climate limits the ability of Seattle Housing's staff and partners to engage all non-working household members in self-sufficiency activities and help them obtain living wage employment.

Data collection methods

Income and student status is maintained for all household members in a database. Seattle Housing is in the process of developing a system for electronically tracking exemptions from the self sufficiency requirement and compliance information for each household member.

MTW Activity #6 – MTW Block Grant and Fungibility

Status

Active - First implemented with MTW participation in 1999

Description

Seattle Housing's MTW status allows the agency greater flexibility in how it manages and allocates its resources. Because the agency receives a single annual MTW Block Grant, Seattle Housing is able to make decisions each year about the most pressing issues requiring resources, regardless of HUD's distribution of its capital, operating, and voucher dollars.

Authorization

MTW Agreement, Attachment C (B)(1), Attachment D (B), (B)(x). Our MTW authority is used for the strategies described below.

Agency-wide MTW Block Grant and Fungibility Strategies

- MTW Block Grant: Seattle Housing combines all eligible funding sources into a single MTW Block Grant used to support eligible activities. (MTW Strategy #6.A.01, formerly #14, 31, 96. Implemented with MTW participation in 1999.)
- Operating reserve: Maintain an operating reserve consistent with sound management practices. (MTW Strategy #6.A.03, formerly #32. Implemented with MTW participation in 1999.)

Not Needed in 2010

- MTW Strategy #6.H.01 (Formerly #78): Define voucher utilization by budget authority (Included in the 2003 MTW Annual Plan. Currently MTW authority not required to exceed 100 percent voucher utilization.)

No Longer Allowable

- Obligation and expenditure timelines: Seattle Housing may establish timelines for the obligation and expenditure of MTW funds. (MTW Strategy #6.A.02, formerly #86. Included in the 1999 MTW agreement.)

No metrics are required for MTW Block Grant and Fungibility policies.

MTW Activity #7 – Procurement

Status

No longer allowable under MTW- First included in the 1999 MTW Annual Plan

Description

Seattle Housing's local procurement policies provided flexibility for contract language, competitive processes, and wage rate monitoring in order to reduce costs and protect the agency in its dealings with contractors. While previously allowed and implemented, HUD has since adopted the position that this is not an allowable MTW activity.

Authorization

1998 MTW Agreement. Our MTW authority is used for the strategies described below.

No Longer Allowable

- Construction contract: Locally-designed form of construction contract that retains HUD requirements while providing more protection for Seattle Housing. (MTW Strategy #7.A.01, formerly #80. Included in the 1999 MTW Annual Plan.)
- Procurement policies: Adopt alternative procurement system that is competitive and results in Seattle Housing paying reasonable prices to qualified contractors. (MTW Strategy #7.A.02, formerly #88. Included in the 1999 MTW Annual Plan.)

- Wage rate monitoring: Simplified process for monitoring the payment of prevailing wages by contractors. (MTW Strategy #7.A.03, formerly #95. Included in the 1999 MTW Annual Plan.)

No metrics are provided for procurement because none of the strategies are currently allowed.

MTW Activity #8 – Special Purpose Housing Use

Status

Active - First implemented prior to MTW participation in 1999 and continued throughout MTW participation

Description

Seattle Housing utilizes public housing units to provide special purpose housing and to improve quality of services or features for targeted populations. In partnership with agencies that provide social services, Seattle Housing is able to make affordable housing available to households that would not likely be admitted in traditional public housing units. With this program Seattle Housing allows partner agencies to use residential units both for service-enriched transitional/short-term housing and for office space for community activities and service delivery. The ability to designate public housing units for specific purposes and populations facilitates this work, by allowing units to target populations with specific service and housing needs, and specific purposes such as pet-free housing.

Authorization

MTW Agreement- Attachment C (B)(2), (B)(3), (B)(4), (C)(1), (C)(2), (C)(4), (C)(5), (C)(6), (C)(9)(a), (C)(9)(b), (C)(10), (C)(11), (C)(15); Attachment D (Uses of MTW Funds), (B). Our MTW authority is used for the strategies described below.

Public Housing Special Purpose Strategies

- Agency units for housing and related supportive services: Seattle Housing makes residential units available for service-enriched housing by partner agencies. (MTW Strategy #8.P.01, formerly #12. Implemented prior to MTW participation in 1999.)
- Agency units for services: Make residential units available as office space for community activities, management use, and partner agencies providing services in and around the community. (MTW Strategy #8.P.02, formerly #13. Implemented prior to MTW participation in 1999.)
- Designate public housing units for special purposes/populations: Seattle Housing may designate properties/units for specific purposes to more effective. (MTW Strategy #8.P.03, formerly #82. Implemented in 2000.)
- Program-specific waiting lists: Seattle Housing or agencies operate separate waiting lists for specific programs such as service enriched units. (MTW Strategy #8.A.02, formerly #7. Implemented prior to MTW participation.)
- Service enriched housing: With the help of key partners, Seattle Housing may develop supportive

housing communities. (MTW Strategy #8.A.03, formerly #69. Implemented in 2001.)

Inactive

- Conditional Housing: Housing program for those who do not currently quite meet Seattle Housing's minimum qualifications. (MTW Strategy #8.A.01, formerly #79. Not yet implemented.)
- Definition of elderly: Changes definition of elderly for HUD-designated elderly preference public housing from 62 to 55. (MTW Strategy #8.P.04, formerly #16. Not yet implemented.)
- Pet-free environments: Establish pet-free environments in connection with selected service enriched housing. (MTW Strategy #8.P.05, formerly #35. Not yet implemented.)

Impact

Active Special Purpose Housing Use strategies are intended to increase housing choice by providing service-enriched housing for households that would otherwise be difficult to serve in traditional housing authority units and by enabling services to be available in the community.

Impact	Metric	Baseline	Benchmark	2010 Results
Increase access to service-enriched units	Number of households served in service-enriched units annually	81 units (as of 1998)	2 households served for every unit used for transitional housing or related services (2*84=168 in 2010)	228 households served in 2010
Maintain availability of services	Number of on-site agencies in Seattle Housing's residential units	5	5	5
Maintain and increase stability for households in service-enriched units	Percent of exiting households that leave service-enriched units for stable housing destinations (transitional, permanent, or unsubsidized market-rate housing)	0%	70%	78% (123 out of 158 households exiting service-enriched units in 2010)

Data collection methods

Unit use is tracked by staff in Seattle Housing's property management software. Outcome measures, including households served, are reported by partner agencies according to their lease terms or contract for services. Information is not currently available for one partner agency; we anticipate that this information will be available in 2011.

MTW Activity #9 - Project-based Program

Status

Active - First included in the 1999 MTW Annual Plan

Description

Seattle Housing uses MTW to develop and implement a local project-based program, providing vouchers to subsidize units in Seattle Housing-owned and privately owned properties throughout Seattle. Seattle Housing's project-based activities include a large number of MTW strategies to reduce costs, make project-based programs financially feasible for owners, and to provide housing choice in the City. The project-based program promotes housing choice through strategies such as offering site-specific waiting lists maintained by providers (and, therefore, does not issue exit vouches), expanding the definition of eligible unit types, allowing more project-based units per development and overall, admitting certain types of felons, allocating vouchers to programs and providers (not just units), allowing payment standards that promote services and the financial viability of projects, and coupling housing assistance with services by working with partners . The project-based program reduces Seattle Housing's costs through strategies allowing project-based staff to self-certify selected inspections and maintain their own waiting list, reducing the frequency of inspections by Seattle Housing staff, streamlining admissions, establishing a minimum threshold for calculating income on assets, and non-competitively allocating subsidies to Seattle Housing units. Project-based program strategies also make contract terms consistent with requirements for other leveraged funding sources.

Authorization

MTW Agreement- Attachment C (B)(1)(b)(vi),(vii), (B)(2), (B)(4),(D)(1)(a),(b),(c),(e)(f), (D)(2), (D)(3)(b), (D)(4), (D)(5), (D)(6), (D)(7); Attachment D (B)(ix),(x),(D)(1), (D)(2); specific regulations waived include 24 CFR 982.204(a), 982.405(a), 982.451, 983.103(c), 983.20, 983.202(a), 983.251(c), 983.260(b), 983.30, 983.51, 983.53(a)(7), 982.553(a), 983.51(e), 983.56(a), 983.59(a), 983.59(b)(1), 983.6(a), 5.609(b)(3). Our MTW authority is used for the strategies described below.

Voucher Project-based Program Strategies

- Cost-benefit inspection approach: Cost-benefit approach to housing inspections allows Seattle Housing to establish local inspection protocol, including allowing project-based building management to self-certify that HQS is met at the time of move in for mid-year turnover project-

based units. (MTW Strategy #9.H.01, formerly #25h1. Implemented in 2004.)

- Choice offered at beginning (no exit vouchers): Because housing choice is provided at the beginning of the project-based admissions process through site-specific waiting lists, exit vouchers are not offered. (MTW Strategy #9.H.03, formerly #44. Implemented in 2000.)
- Contract term: Project-based commitments are renewable up to 40 years. (MTW Strategy #9.H.04, formerly #42. Implemented in 2000)
- Eligible unit types: Seattle Housing allows shared housing and transitional housing under project-based contracts. (MTW Strategy #9.H.05, formerly #43. Implemented in 2002.)
- HAP contracts: HAP contract are modified to ensure consistency with MTW changes and add tenancy addendum. (MTW Strategy #9.H.06, formerly #45. Implemented in 2000.)
- Non-competitive allocation of assistance: Seattle Housing allocates project-based subsidy non-competitively to Seattle Housing controlled units. (MTW Strategy #9.H.07, formerly #46. Implemented in 2000.)
- Percent of vouchers that may be project-based: Seattle Housing allows a greater percentage of vouchers that are project-based than non-MTW HUD limits. (MTW Strategy #9.H.09, formerly #37. Modified in the 2008 MTW Annual Plan.)
- Unit cap per development: Waives the 25 percent cap on the number of units that can be project-based in a multi-family building without supportive services or elderly/disabled designation. (MTW Strategy #9.H.10, formerly #49. Implemented in 2008.)
- Streamlined admissions: The applications process is streamlined for project-based HCV units. (MTW Strategy #9.H.12, formerly #39. Implemented in 2000.)
- Payment standards for Seattle Housing units: Allows higher than Voucher Payment Standard for Seattle Housing-operated project-based units if needed to support the project budget (while still taking into account rent reasonableness). (MTW Strategy #9.H.14, formerly #47. Implemented in 2004.)
- Admissions - admit felons under certain conditions: Allows for the admission into Project-based Voucher and Mod Rehab units of Class B and Class C felons subject to time-limited sex offender registration requirements who do not, in the opinion of the owner of the subsidized units, constitute a threat to others. (MTW Strategy #9.H.16, formerly #1. Implemented in 2005.)
- Program-based vouchers: Seattle Housing allocates a floating voucher subsidy to a defined group of units or properties. (MTW Strategy #9.H.17, formerly #36. Implemented in 2007 in Seattle Housing's Seattle Senior Housing Program.)
- Provider-based vouchers: Provide vouchers to selected agencies to couple with intensive supportive services. The agency master leases units and subleases to tenants. (MTW Strategy #9.H.18, formerly #51. Implemented in 2007.)
- Partners maintain own waiting lists: Allow partners to maintain waiting lists for partner-owned

and/or operated units/vouchers and use own eligibility and suitability criteria. (MTW Strategy #9.H.19, formerly #12.H.01 and #6h. Implemented in 2000.)

Under Development for 2011 Implementation

- Owners conduct new and turn-over inspections: Project-based owners conduct their own new construction/rehab inspections. Seattle Housing allows the management entity to complete unit turnover inspections (rather than Seattle Housing) and implements inspection sampling at annual review. (MTW Strategy #9.H.08, formerly #50. Included in the 2000 MTW Annual Plan.)

Inactive

- Assets in rent calculation: Only calculate income on assets declared as valuing $5,000 or more. (MTW Strategy #9.H.02, formerly #40. Implemented in 2005, superseded by MTW Strategy #10.H.12, which increased the threshold for calculating asset income to an amount up to $50,000.)
- Rent cap-30 percent of income: Project-based participants can not pay more than 30% of their adjusted income for rent and utilities. (MTW Strategy #9.H.11, formerly #38. Implemented in 2000.)
- Competitive allocation process: Commit vouchers to the City's competitive process for housing funding. (MTW Strategy #9.H.13, formerly #41. Implemented in 2005.)
- Subsidy cap in replacement units: Cap subsidy at levels affordable to households at 30% AMI in project-based HOPE VI replacement units where Seattle Housing also contributed capital to write-down the unit's affordability to that level. (MTW Strategy #9.H.15, formerly #48. Included in the 2004 MTW Annual Plan.)
- Streamlined admissions and recertifications: Seattle Housing may streamline admissions and recertification processes for provider-based, project-based and mod rehab programs. (MTW Strategy #9.H.19, formerly #71. Not yet implemented.)

Impact

The project-based program is intended to promote cost effectiveness by reducing staff time and leveraging funding, as well as expanding housing choice by increasing access to service-enriched affordable housing.

Impact	Metric	Baseline	Benchmark	2010 Results
Decrease staff time	Seattle Housing hours saved by allowing partners to maintain their own waiting lists and not conducting new and turnover inspections	0	2,000 hours	2,111 hours saved (1,500 hours saved by allowing partners to maintain their own waiting lists; 611 hours saved due to unit turnover inspections avoided)

Maintain cost effectiveness of HAP	HAP costs	Average HAP for tenant-based vouchers	HAP for project-based is equal to or less than HAP for tenant-based	$76 less per month ($586 for project-based compared to $662 for tenant-based)
Increase access to service-enriched units for hard to house populations	Number of service enriched units	0	2,406	2,591
Leverage funding	Number of units with leveraged service funding	0	600	785

Challenges

Time savings are estimated. We will conduct a time study in 2011 for more precise figures.

Data collection methods

Seattle Housing maintains detailed tenant, inspection, landlord, and voucher allocation information in its voucher management system. Partner agencies maintain waiting list information. A HAP contract is executed for each project-based allocation.

MTW Activity #10 – Local Rent Policy

Status

Active - First included in the 2000 MTW Annual Plan

Description

Seattle Housing's rent policy program tackles a number of objectives, including increasing housing choice by increasing flexibility in calculations determining the eligibility of units and payment standards and encouraging "graduation" out of subsidized housing. Rent policies also promote cost effectiveness and self sufficiency through a minimum rent and asset income threshold and through streamlined rent review processes.

Authorization

MTW Agreement - Attachment C (C)(11), (D)(1)(c), (D)(2)(a),(c); Specific regulations waived include 24 CFR 982.352(b)(iv), 982.508, 982.604(a), and 5.609. Our MTW authority is used for the strategies described below.

Public Housing Rent Policy Program Strategies

- Absolute minimum rent: The minimum rent for all residents will be established annually by Seattle Housing. No rent will be reduced below the minimum rent amount by a utility allowance. (MTW Strategy #10.P.01, formerly #56. Implemented in 2001.)
- Earned Income Disregard: HUD's Earned income Disregard is not offered to public housing residents. (MTW Strategy #10.P.02, formerly #TBD. Implemented in 2001.)
- Every third year rent reviews for fixed-income households: Rent reviews conducted for households exclusively on fixed-incomes (SS/SSI/pensions) only every three years. Rent increases by Social Security Cost of Living Adjustment in intervening years. (MTW Strategy #10.P.03, formerly #58p. Implemented in 2004.)
- Rent freezes: Voluntary rent policy freezes rent in two year intervals. (MTW Strategy #10.P.04, formerly #90. Implemented in 2005.)
- Tenant Trust Accounts (TTA): A portion of working public housing residents' income may be deposited in an escrow account for use toward self-sufficiency purposes. (MTW Strategy #10.P.06, formerly#66. Implemented in 2001.)
- Ceiling rent two year time limit: When a tenant's calculated rent reaches the ceiling rent for their unit, the rent will not be increased beyond the rent ceiling for 24 months. After that time, the tenant's rent is calculated as 30 percent of adjusted gross income. (MTW Strategy #10.P.07, formerly#55. Implemented in 2005.)
- Impute income from public benefits: Seattle Housing may impute income in rent calculation for tenants declaring no income who appear eligible for, but who have not pursued, benefits from the State's Employment Security or Department of Social and Health Services (such as Unemployment or TANF). (MTW Strategy #10.P.08, formerly#59. Implemented in 2005.)

Not Needed in 2010

- Utility allowance-schedule: Seattle Housing may change utility allowances on a schedule different for current residents and new move-ins. (MTW Strategy #10.P.12, formerly#76p. Implemented in 2008.)
- Utility allowance-frequency of utility allowance updates: Seattle Housing may revise the schedule for reviewing and updating utility allowances due to fluctuations in utility rates no more than annually. (MTW Strategy #10.P.15, formerly#74. Implemented in 2010 for selected mixed-finance communities.)

Voucher Rent Policy Program Strategies

- Rent burden-include exempt income: Exempt income included for purposes of determining affordability of a unit in relation to 40 percent of household income. (MTW Strategy #10.H.01, formerly #52. Implemented in 2005.)

- Rent cap-use gross income: Rent burden calculated on 30 percent of Gross Income, up from HUD's standard 30 percent of Adjusted Income. (MTW Strategy #10.H.02, formerly #61. Implemented in 2005.)
- Rent reasonableness at Seattle Housing owned units: Allows Seattle Housing staff to perform rent reasonableness determination for Seattle Housing owned units. (MTW Strategy #10.H.03, formerly #54. Implemented in 2000.)
- Payment standard-SROs: Seattle Housing may use the studio payment standard for SRO units. (MTW Strategy #10.H.06, formerly #34. Implemented in 2003.)
- Rent reviews for fixed-income households every three years: Rent reviews conducted for households exclusively on fixed-incomes (SS/SSI/pensions) only every three years. (MTW Strategy #10.H.10, formerly #58h. Implemented in 2010.)
- 180-day EOP clock: The 180-day End of Participation "clock" due to income will start when a family's Housing Assistance Payment (HAP) reaches $50 or less. (MTW Strategy #10.H.11, formerly #HR-2010-01. Implemented in 2010.)
- Asset income threshold: Increased threshold for calculating asset income to an amount up to $50,000. (MTW Strategy #10.H.12, formerly #HR-2010-02. Implemented in 2010.)

Under Development for 2011 Implementation

- Rent reasonableness streamlining: Allows Seattle Housing to streamline rent reasonable determinations. (MTW Strategy #10.H.09, formerly #53. Implementation is planned for 2011.)
- Streamlined medical deduction: Seattle Housing provides medical deductions based on a standardized schedule. (MTW Strategy #10.H.13, formerly #HR-2010-03. Implementation is planned for 2011.)

Inactive

- Payment standard: If certain market triggers or other guidelines are met, payment standard may exceed 120% of Fair Market Rent. (MTW Strategy #10.H.04, formerly #33. Not yet implemented.)
- Absolute minimum rent: The minimum rent for all residents will be established annually by Seattle Housing. No rent will be reduced below the minimum rent amount by a utility allowance. (MTW Strategy #10.H.05, formerly #57. Not yet implemented.)

Impact

Active local rent policy strategies are intended to promote cost effectiveness by saving staff time, housing choice by making additional units eligible, and self sufficiency by helping households build assets and move to housing in the private market.

Impact	Metric	Baseline	Benchmark	2010 Results
Increase eligible units	Annual number of households who move into units that would have otherwise been ineligible without using exempt income, gross income, or 120 percent FMR	0	20 households	26 households used exempt income to qualify for the 40 percent rent cap at move in
Decrease staff time	Seattle Housing staff time saved by not calculating asset income below $50,000, three-year schedule for rent reviews for fixed income households, and streamlined medical deductions	0	500 hours	638 hours saved (96 hours from avoided voucher asset income calculation, 433 hours from avoided voucher rent reviews, and 109 hours from avoided public housing rent reviews)
Increase availability of affordable housing to households on the waiting list	Number of households leaving the HCV program due to 180 day EOP clock at a HAP between $1 - $50 and households leaving public housing after or within six months of reaching the time limit for the rent ceiling	0	20 households	0 voucher households; 3 public housing households in 2010

Increase self sufficiency	TTA withdrawals for self-sufficiency purposes as percentage of active participants.	0	30%	16% (42 self-sufficiency withdrawals out of 261 TTA participants)

Rent Reform Hardship Requests

There was only one hardship request under the public housing rent policy in 2010. It was approved due to extenuating medical expenses. There were no rent policy hardship requests for the voucher program.

Challenges

Public Housing residents that are eligible for rent reviews only every three years and the expiring 24-month rent ceiling have declined due to the use of tax credit financing in more than 55 percent of Seattle Housing's public housing units.

Fewer households left the HCV program due to the EOP clock than the benchmark. We believe that this is due primarily to the bad current state of the economy, which has resulted in fewer households reporting increased income. At this point we do not believe that a change in strategy is needed. However, we will continue to monitor the effectiveness of this policy and make changes as needed.

Revisions to benchmarks or metrics: Seattle Housing suggested several measures directly related to the EOP clock and $50,000 asset income threshold in the 2010 Plan. However, we find that isolating the impact of these single strategies without the context of other rent reform strategies is misleading and potentially duplicative. For this reason we have incorporated the metrics for these strategies into the overall metrics for the activity.

Data collection methods

Number of annual reviews avoided was calculated by counting the number of annual updates keyed in the voucher management system.

Time savings are an estimate. We conducted a time study in 2010 but the results were unreliable. A complete time study will be done in 2011.

MTW Activity #11 – Resource Conservation

Status

Active - First included in the 2000 MTW Annual Plan

Description

Seattle Housing's resource conservation strategies take advantage of the agency's existing relationships with the City of Seattle and local utility providers, which continuously identify opportunities to increase resource conversation and reduce costs, rather than conducting a HUD-prescribed energy audit every five years. Conservation strategies have already achieved significant energy and cost savings to the agency, including conversion to more efficient toilets and electrical upgrades.

Authorization

MTW Agreement - Attachment D (C)(1). Our MTW authority is used for the strategies described below.

Public Housing Resource Conservation Strategies

- Energy protocol: Seattle Housing employs a cost-benefit approach for resource conservation in lieu of HUD-required energy audits every five years. (MTW Strategy #11.P.01, formerly #18. Implemented in 2000.)

Impact

Resource conservation strategies are intended to increase cost effectiveness by working continuously with local utility providers and the City of Seattle to identify conservation measures in a timely manner and avoiding the cost of hiring a third party to conduct energy audits every five years.

Impact	Metric	Baseline	Benchmark	2010 Results
Avoided costs	Cost savings from not paying a third party to conduct energy audits	0	$72,443 in 2014 ($13.77 per unit * 5,261 units)	NA – next audit would not occur until 2014
Savings in utility costs	Savings from water conservation measures (primarily toilet replacement)	0	$900,000/year	$827,367 in 2010; $6.3 million since implementation
Savings in utility costs	Savings from electricity conservation measures (homeWorks renovations 2004-2009)	0	$147,000/year	$139,797 in 2010; $419,391 since implementation

Data collection methods

Seattle Housing maintains detailed utility consumption and rate data supplied by utility providers and Seattle Housing's own water billing system. The agency saved 66,777 cubic feet of water at a 2010 water rate of $3.50 and sewer rate of $8.89, as well as 2,329,952 kilowatt hours at a 2010 rate of $0.06.

Avoided costs from not hiring a third party auditor are based on an informal poll of nearby housing authorities. The median per unit cost of an energy audit was $13.77 per unit, calculated based on the Renton Housing Authority's reported cost of $5,000 for an audit of 363 units.

MTW Activity #12 – Waiting Lists, Preferences, and Admission

Status

Active - First included in the 2000 MTW Annual Plan

Description

Seattle Housing's waiting list, preferences, and admission strategies have two primary objectives: to decrease costs and to facilitate partnerships with agencies that provide supportive services. Seattle Housing's MTW flexibilities in this area allow the agency to provide a greater percentage of vouchers to service providers and make special decisions if needed to prevent homelessness. These strategies also expedite admission into the program for partner agencies' clients by allowing agencies to maintain their own waiting lists and allowing applicants referred by selected providers to receive the next available unit.

Authorization

MTW Agreement - Attachment C (B)(1)(b)(vi), (C)(1), (C)(2), (D)(4); Specific regulations waived include 24 CFR 982.204(a),(f). Our MTW authority is used for the strategies described below.

Public Housing Waiting Lists, Preferences, and Admission Strategies:

- Partners maintain own waiting lists: Seattle Housing allows partners to maintain waiting lists for partner-owned and/or operated units (traditional LIPH units; service provider units, etc.) and use their own eligibility and suitability criteria. (MTW Strategy #12.P.02, formerly #6p. Implemented in 2000.)
- Expedited waiting list: Seattle Housing allows applicants referred by selected partners (primarily transitional housing providers) to receive expedited processing and receive the "next available unit." (MTW Strategy #12.P.03, formerly #3. Implemented in 2004.)

Under Development for 2011 Implementation

- No waiting list: Allows for filling units without a waiting list. (MTW Strategy #12.P.04, formerly #5. May be implemented in 2011.)

Voucher Waiting Lists, Preferences, and Admission Strategies:

- Voucher distribution through service provider agencies: Up to 30 percent of Seattle Housing's tenant-based vouchers may be made available to local nonprofits, transitional housing providers, and divisions of local government that provide direct services for use by their clients without regard to their client's position on Seattle Housing's waiting list. (MTW Strategy #12.H.02, formerly #11. Implemented in 2002.)
- Special issuance vouchers: Seattle Housing has established a "special issuance" category of vouchers to address circumstances where timely issuance of vouchers can prevent homelessness or rent burden. (MTW Strategy #12.H.03, formerly #9. Implemented in 2003.)

Under Development for 2011 Implementation

- Limit eligibility for applicants in subsidized housing: Implements limits or conditions for tenants living in subsidized housing to participate in the HCV program. For example, before issuing a Public Housing resident a voucher, they must fulfill the initial term of their public housing lease. (MTW Strategy #12.H.05, formerly #4. Will be implemented in 2011.)

Inactive

- Local preferences: Seattle Housing may establish local preferences for federal housing programs. (MTW Strategy #12.A.01, formerly #85. Included in the 2002 MTW Annual Plan; however, this policy is available to all PHAs.)

Impact

Active waiting list, preferences, and admission strategies are intended to increase cost effectiveness by reducing avoidable turnover and avoiding costs for tasks that can be fulfilled by service providers. They also promote housing choice by increasing the availability of service-enriched housing for populations that would be difficult to serve in traditional housing authority units.

Impact	Metric	Baseline	Benchmark	2010 Results
Increase availability of affordable housing in combination with supportive services	Number of applicants newly receiving housing through agency referrals or waiting lists	0	75	91 in 2010 (85 through the expedited waiting list and 6 through agency vouchers)
Decrease costs	Staff time savings from agencies maintaining their own waiting lists	0	$24,960	$24,960

Data collection methods

Avoided costs from agencies maintaining their own waiting lists is calculated based on savings of $195 per unit for 50 partnership and 78 service-provider operated housing units in 2010. The $195 per unit is derived from the agency's real cost in 2010 of $879,050 to conduct regular admissions for 4,500 units.

MTW Activity #13 – Homeownership

Status

Active - First included in the 2004 MTW Annual Plan

Description

Seattle Housing allocated MTW block grant funds to support homeownership through down payment assistance grants. Seattle Housing strives to support households who wish to purchase their own homes, while balancing the need to tailor homeownership strategies to serve the households that are most likely to succeed in private market housing and maintain their homeownership long-term.

Authorization

MTW Agreement - Attachment C (B)(1),(D)(8); Attachment D (B). Our MTW authority is used for the strategies described below.

Agency-wide Homeownership Strategies

- Down payment assistance: allocates MTW Block Grant funds to offer a local down payment assistance program. (MTW Strategy #13.A.01, formerly #17. Implemented in 2004.)

Inactive

- Monthly mortgage assistance (MTW Strategy #13.H.01, formerly #97. Not yet implemented.)

Impact

Homeownership strategies promote housing choice by helping participants purchase homes and self sufficiency by helping households make prudent decisions that ensure that those who do purchase homes are able to maintain them over time.

Impact	Metric	Baseline	Benchmark	2010 Results
Increase housing choice through homeownership	Number of participants who purchase homes	0	30 Down Payment Assistance (DPA) program participants purchase homes by 2014	0 in 2010 25 participants have purchased homes to date
Avoid assisting participants in purchasing homes they cannot afford long-term	Number of DPA participants experiencing foreclosure in first three years of homeownership	0	0	0

Challenges

No homes were purchased through the DPA program in 2010 because the final five homes for purchase will be located in Lake City Village, which is currently under construction.

Data collection methods

DPA program participation is tracked through spreadsheets maintained by Seattle Housing staff. Foreclosure information is obtained through County records.

MTW Activity #14 – Related Nonprofits

Status

Inactive - First included in the 2004 MTW Annual Plan

Description

Seattle Housing is able to partner with related nonprofits to implement or develop MTW demonstration activities.

Authorization

MTW Agreement - Attachment C (B)(2). Our MTW authority is used for the strategies described below.

Inactive

- Related Nonprofit Contracts: Seattle Housing may enter into contracts with any related nonprofit. (MTW Strategy #14.A.01, formerly #89. Not yet implemented.)

No metrics are reported because this activity is currently inactive.

MTW Activity #15 – Combined Program Management

Status

Active - First included in the 2008 MTW Annual Plan

Description

In some of its communities, Seattle Housing co-locates units funded through project-based vouchers and low income public housing. Combining program management and policies for both of these types of units within the same community makes sense and reduces costs by eliminating redundancies, including duplicative rent reviews and inspections. It also avoids unnecessary disparities between tenants of the two different types of units. Seattle Housing's current implementation of this activity calls for all units subsidized by project-based housing choice vouchers to be operated just like public housing subsidized units.

Authorization

MTW Agreement, Attachment C (C)(1), (C)(2), (C)(4), (C)(9), (C)(10), (C)(11), (D)(1), (D)(2), (D)(3), (D)(4), (D)(5), (D)(7); specific regulations waived include 24 CFR 983.51(b)(2). Our MTW authority is used for the strategies described below.

Agency-wide Combined Program Management Strategies

- Combined program management: Combined program management for project-based vouchers and public housing in communities operating both subsidy types. (MTW Strategy #15.A.01, formerly #15. Implemented in 2008.)

Impact

Combined program management strategies are intended to increase cost effectiveness by decreasing staff time through the elimination of duplicated activities, such as inspections and waiting lists, and the streamlining of rent and other policies that would otherwise be similar, but different, if the units were operated under the separate subsidy programs.

Impact	Metric	Baseline	Benchmark	2010 Results
Decrease staff time	Staff time saved by not duplicating rent reviews and inspections	0	388 hours	436 hours saved from avoided rent reviews

Challenges

In 2010 Seattle Housing continued to work out the details supporting implementation of this activity, which included training site staff in the voucher management software system. Voucher staff are still performing inspections, pending further discussions. Seattle Housing project-based, public housing, and voucher staff will continue to meet and work together during 2011 to ensure that public housing and HCV operations function identically under this program.

In addition, implementation of the streamlined program required approximately 36 hours, including development of a manual, communication and coordination, IT setup, training, and unnecessary audits conducted early on before staff were fully trained. These start-up costs slightly offset the total number of hours saved in avoided rent reviews and are reflected in the total savings listed above.

Data collection methods

Avoided staff time from streamlined rent reviews is based on 211 avoided reviews for new admissions, annual review, special review, and end of participation, which require an average of 2 hours each, plus 100 avoided reviews for rent to owner increases, which require an average of half an hour each. Avoided time from inspections is calculated as 1 hour each for 127 annual and new move-in inspections and 25 interim inspections.

MTW Activity #16 – Local Asset Management Program

Status

Active - First included in the 2000 MTW Annual Plan

Description

Each year Seattle Housing submits to HUD a Local Asset Management Program (LAMP) plan, which outlines how it will allocate its funds, including the agency's approach to project-based budgeting and accounting, cost allocation, and classifications of costs and cost objectives. While there are many areas in which Seattle Housing's LAMP is consistent with HUD's asset management model, there are distinctions as well, including the ability to apply indirect service fees to all housing and rental assistance programs; expecting all properties, regardless of fund source, to be accountable for property-based management, budgeting, and financial reporting; creating management and operational efficiencies across programs;

using MTW block grant flexibility to balance resources with local priorities; and maintaining selected central services, including procurement and specialty maintenance capacities, to most cost effectively serve the needs of the agency and its programs as a whole.

Authorization

MTW Agreement - Section II (F) as amended by the First Amendment

Agency-wide Local Asset Management Program Strategies

- Local Asset Management Program: Use asset management principles to optimize housing and services. (MTW Strategy #16, formerly #29. Implemented in 2010.)

Metrics are not required by HUD for this activity.

MTW Activity #17 – Performance Standards

Status

Active - First included in the 1999 MTW Annual Plan

Description

Seattle Housing has used alternative performance measurements since becoming a Moving to Work agency in 1999. Because Moving to Work agencies are allowed to try out new strategies that fall outside of regular HUD activities, some of the standard measures that HUD uses to measure housing authorities' accomplishments may not apply to Moving to Work agencies. In 2010 Seattle Housing continued efforts to develop HUD-approved measures for Moving to Work agencies that can serve as an alternative to HUD's Public Housing Assessment System (PHAS). To inform the selection of alternative measures, Seattle Housing implemented an alternative satisfaction survey to the RASS and began working with other MTW agencies to explore a HUD-approved alternative to PHAS.

Authorization

MTW Agreement - Attachment D (A)(1). Our MTW authority is used for the strategies described below.

Agency-wide Local Asset Management Program Strategies

- Local performance standards in lieu of HUD measures: Develop locally relevant performance standards and benchmarks to evaluate the agency performance in lieu of HUD's Public Housing Assessment System (PHAS). (MTW Strategy #17, formerly #30. Implemented in 1999.)

Evaluation of this activity is not required by HUD.

VII. Sources and Uses of Funding

This section describes Seattle Housing's unaudited revenues and expenditures for 2010, local asset management program, and use of MTW block grant fungibility.

Sources and uses of MTW funds

The table below summarizes the MTW sources of funds in the original and revised budgets and actual expenditures for Calendar Year (CY) 2010. The CY 2010 budget has been revised from the budget submitted in Seattle Housing's 2010 Plan to reflect HUD funding changes that occurred during 2010.

Table 3: Sources - MTW Funds

	CY 2010 Plan Budget	CY 2010 Revised Budget	CY 2010 Actual	Percent Variance[2]
Dwelling Rental Income	$11,086,000	$11,086,000	$11,458,000	3.4%
Investment and Interest Income	323,000	323,000	197,000	(39.0%)
Other Income	1,435,000	1,435,000	1,593,000	11.0%
MTW Block Grant[1]	110,698,000	117,377,000	120,494,000	2.7%
LIPH Operating MTW Block Grant	*17,838,000*	*19,489,000*	*20,074,000*	*3.0%*
Transfer to limited partners	*(2,383,000)*	*(2,383,000)*	*(1,930,000)*	*(19%)*
HCV MTW Block Grant	*81,493,000*	*86,723,000*	*87,712,000*	*1.1%*
Capital MTW Block Grant	*13,750,000*	*13,548,000*	*14,638,000*	*8.0%*
Total Sources-MTW	**$123,542,000**	**$130,221,000**	**$133,742,000**	**2.7%**

[1] The 2010 Revised Budget reflects updated funding information received during the year. The MTW Capital Grant budget amount reflects 50% of HUD's FY 2009 awarded capital allocation to Seattle Housing plus 50% of the 2010 estimated allocation. No funds from prior year capital grants are included in the budgeted amount.

[2] Percent Variance is calculated on the difference between the Revised Budget and CY 2010 Actual.

Dwelling Rental Income: Actual dwelling rental income exceeded budget primarily due to higher than anticipated occupancy percentages. Despite rent reductions for some residents due to job losses or decreases in their income related to a weak economy, most public housing and homeWorks properties generated higher than anticipated dwelling rental income.

Investment and Interest Income: Interest rates continue to be lower than budgeted projections.

Other Income increased mainly because of rental income payments from the Respite Care Program at Jefferson Terrace, a program that will provide temporary housing for the homeless after they receive medical treatment from local hospitals. The program will operate on the seventh floor of Jefferson Terrace and the rent from this space was collected earlier than anticipated. In addition, laundry income contributed to the positive income variance, which was related to an increase in Seattle Housing's share of laundry income with the vendor. The cost of laundry increased for our tenants to help offset higher costs but it remains lower than the market rate cost of doing laundry in the greater Seattle area.

The total **MTW Block Grant** funding amount for 2010 HCV Subsidy was higher than initially budgeted because the Annual Adjustment Factor was higher than initially budgeted. Also, the

revised budget reflects vouchers that were reclassified from non-MTW to MTW. Low Income Public Housing and Housing Choice Voucher Block Grant were more than the revised budget primarily due to an adjustment to HUD's proration factors received late in the year. Authorized projects in the Capital Block Grant were done at a faster pace than anticipated, resulting in Seattle Housing drawing down additional funds from prior year grant allocations.

The table below shows planned expenditures by line item for the original and revised CY 2010 budget and CY 2010 actual.

Table 4: Expenses - MTW Funds

	CY 2010 Plan Budget	CY 2010 Revised Budget	CY 2010 Actual	Percent Variance
Program Operations and Administration	$23,252,000	$19,759,000	$19,777,000	0.1%
Housing Assistance Payments	66,081,000	69,198,000	68,628,000	(0.8%)
Utilities	5,743,000	5,743,000	5,443,000	(5.2%)
Maintenance and Contracts	10,593,000	10,593,000	10,627,000	0.3%
Development and Capital Projects	9,969,000	9,969,000	11,500,000	15.4%
Capital Equipment	450,000	450,000	496,000	10.2%
Total Expenses-MTW[1]	**$116,088,000**	**$115,712,000**	**$116,471,000**	**0.7%**
Transfers to Local Low-Income Housing and Development Activities[2]	5,032,000	8,525,000	8,370,000	(1.8%)
Contribution to Reserves[3]	2,422,000	5,984,000	8,901,000	48.7%
Total Expenses and Transfers-MTW	**$123,542,000**	**$130,221,000**	**$133,742,000**	**2.7%**

[1] In order not to double count expenditures in deriving agency-wide 2010 expenditures, use the Total MTW Expense line and add the Total Non-MTW Expense line from the Non –MTW Uses table.

[2] Transfers are from MTW Block Grant to local low-income housing and related activities.

[3] This contribution to reserves will be used for our operating reserve and other designated activities.

MTW Program Operations and Administrative: Seattle Housing transferred Community Services activities from MTW to the Other Program table in accordance with our Local Asset Management Plan. After this technical budget revision, the comparison between actual and budget for administrative operating expenses is more meaningful. At year end, the variance was immaterial.

Housing Assistance Payment: Housing assistance payments were less than 1.0 percent under budget at year-end. Utilization was as expected and the average cost per voucher remained fairly stable throughout the year, rather than rising as had been anticipated.

Utilities expenses were lower than anticipated mainly because of lower in-house solid waste expenses. The under spending in in-house solid

waste was due to the cost of dump fees rising less than anticipated in the budget. The solid waste fees were adjusted accordingly. In addition, recycling support staff was hired to promote the recycling program in public housing high-rise buildings. This effort increased recycling significantly and reduced waste costs.

Maintenance and Contract expenses: Overall maintenance and contract expenses are on target. The actual costs were slightly above budget mainly due to considerable bedbug infestation treatment and inspection efforts at a few of our communities. However, lower elevator contract expenses helped offset a portion of the increase in bedbug treatment costs.

The increase in **MTW Development and Capital Projects** was due to the use of funds that were budgeted in previous years, but carried over into 2010.

The **Capital Equipment** budget exceeded budget, but prior year budget authority was brought forward to 2010 on certain projects. The conversion to a new property management system will continue into 2011 with additional funds budgeted for that year.

Sources and uses of other funds

Seattle Housing operates a number of housing programs that are part of Seattle Housing's Primary Government budget, but not part of the Consolidated MTW Budget, including the Seattle Senior Housing Program, the Local Housing Fund Special Portfolio, Non-MTW Section 8, and HOPE VI revitalization and community services grants. Seattle Housing also operates Impact Property Management (IPM) and Impact Property Services (IPS), which manage and maintain housing for Seattle Housing, tax credit properties, and other property owners.

The following table summarizes sources of funds projected for these activities.

Table 5: Sources – Other Programs

	CY 2010 Plan Budget	CY 2010 Revised Budget	CY 2010 Actual	Percent Variance
Dwelling Rental Income	$12,859,000	$12,859,000	$12,884,000	0.2%
Investment and Interest Income	1,428,000	1,428,000	1,867,000	30.7%
Other Income	10,042,000	10,042,000	11,372,000	13.2%
Non-MTW Section 8	9,276,000	5,936,000	5,946,000	0.2%
Grants	7,299,000	7,299,000	2,875,000	(60.6%)
Capital Sources:				
ARRA funds awarded	28,145,000	47,009,000	44,691,000	(4.9%)
Other Capital	2,686,000	3,011,000	3,011,000	(0.0%)
Other Revenues for HOPE VI Projects	35,240,000	35,240,000	34,605,000	(1.8%)
Prior Year Capital Sources	17,100,000	17,100,000	16,414,000	(4.0%)
Total Sources-Other Programs	**$124,075,000**	**$139,924,000**	**$133,665,000**	**(4.5%)**

Overall, 2010 **Dwelling Rental Income** is on target as anticipated with a small variance of 0.2% mainly due to slightly higher than anticipated occupancy rates at our Seattle Senior Housing Program. This increase offsets the small decrease in rental income at our Special Portfolio properties.

The **Investment and Interest Income** was favorable due to higher than expected interest income received from component units.

Other Income: With the closing of Lake City Village and Rainier Vista Northeast and higher than anticipated cash flow at the limited partnerships, more developer fee was received.

The **Non-MTW Section 8** subsidy: The change from the initial to the revised budget reflects primarily HUD's authorization to convert several hundred non-MTW to MTW vouchers. Also in the course of the year, new non-MTW vouchers were authorized and the adjustment factor was higher than budgeted.

Grants represent HOPE VI and Community and Supportive Services Funds. Sources were not drawn down as expected in the budget. The expenditure plan for Lake City Village changed to using ARRA funds first and HOPE VI funds second. HOPE VI expenditures totaled $2.2 million.

ARRA funds awarded were represented as available for 2010. Seattle Housing applied for $47 million in ARRA grant funds but was awarded $44.7 million. Applications not funded include Jefferson Terrace and UFAS capital improvements. The net remaining sources may be noted as Prior Year Sources in future reports.

Other Capital sources are budget authority from reserves and local sources. There was no change in reserve budget authority for 2010. Seattle Senior Housing and Limited Partnership reserves make up more than two-thirds of the available source. SSHP received funding from the City of Seattle, the Washington State Department of Commerce and from the City Office of Housing to complete projects at Willis House and Reunion House. This $1.8 million is included in these sources.

Other Revenue for HOPE VI Projects represents prior year funds available in 2010; the remaining balance will be used in 2011 for the completion of Rainier Vista and Lake City.

Prior Year Capital Sources were made available through Tamarack's mixed finance close in 2009. The community is complete and fully leased. Final pay-outs are expected to occur in 2011.

Local artist's work at Tamarack Place

Table 6: Expenses – Other Programs

	CY 2010 Plan Budget	CY 2010 Revised Budget	CY 2010 Actual	Percent Variance
Program Operations and Administration	$17,319,000	$20,812,000	$20,229,000	(2.8%)
Non-MTW Housing Assistance Payments	7,999,000	4,881,000	4,922,000	0.8%
Utilities	2,134,000	2,134,000	2,263,000	6.0%
Maintenance and Contracts	7,089,000	7,089,000	6,988,000	(1.4%)
Community and Supportive Services Grants	791,000	791,000	687,000	(13.1%)
Capital and Non-Routine Projects	11,894,000	11,894,000	7,983,000	(32.9%)
HOPE VI	56,800,000	56,800,000	49,698,000	(12.5%)
Total Expenses-Other	**$104,026,000**	**$104,401,000**	**$92,770,000**	**(11.1%)**

Program Operations and Administration actual expenses were below expected amounts predominantly due to lower than anticipated administrative costs in Community Services, Development, and the Seattle Senior Housing Program. These groups had savings from vacant positions throughout the year and community service contracts were under budget at year-end due to unanticipated delays. The 2011 budget will allow for some of these contracted services to be completed.

The **Non-MTW Housing Assistance Payments** revised budget is lower than the initial budget because of the transfer of vouchers from non-MTW to MTW approximated budget. A new infusion of Veterans Affairs Supportive Housing and Family Unification Program vouchers were received at year-end resulting in slightly higher Housing Assistance Payments than anticipated. Additional subsidy was received to directly offset this expense.

Utility costs associated with for sale properties, parks throughout the HOPE VI sites, Seattle Senior Housing, and the Special Portfolio communities were over budget. Actual expenses exceeded budget in the areas of surface water management, water, and electricity expenses.

Maintenance and Contracts: The Seattle Senior Housing Program had lower than anticipated maintenance and contracts expenses due to reduced landscaping, janitorial, and elevator contract expenses.

Community and Supportive Services Grants suffered in 2010. The Family Self Sufficiency coordinator grant lost almost $140,000 due to HUD's new lottery funding allocation system. Two positions were terminated as a result. This loss was slightly offset with new grant funding. New grant sources include the Gates Foundation to pay for an education engagement specialist, Communities Putting Prevention to Work for smoking cessation efforts, and HUD's Neighborhood Networks grant for improved technology and programming at Yesler Terrace Learning Center.

Capital and Non-Routine expenses in 2010 primarily reflect activities financed with ARRA funds and reserves. Several projects were delayed, resulting in expense shifting from 2010 to 2011. Delayed projects included the Jefferson Terrace Respite Care.

HOPE VI activity represents construction at Tamarack, Rainier Vista Northeast, and Lake City Village. Tamarack was completed in 2010 and units at Tamarack are fully leased. Lake City Village will be completed in 2011. Rainier Vista Northeast will continue into 2012. Expenditures were lower at Rainier Vista Northeast because

cash collateral deposits of $6 million were delayed until 2011.

Local Asset Management Plan (LAMP)

Seattle Housing has operated under its approved Local Asset Management Plan (LAMP) over the course of 2010. Seattle Housing's LAMP was submitted with our 2010 MTW Plan and approved by HUD in its letter dated January 2010.

Sources and uses of the COCC

Seattle Housing did not create a Central Office Cost Center. In compliance with the First Amendment to the MTW Agreement and the Office of Management and Budget (OMB) Circular A-87 requirements, Seattle Housing set up an indirect services fee. The indirect cost plan is described in more detail in Seattle Housing's Local Asset Management Program (LAMP), Attachment 2 of Appendix A in the 2010 MTW Plan.

Cost allocation or fee-for-service approach

As described above, Seattle Housing has developed an indirect services fee (ISF) in compliance with OMB Circular A-87 requirements. The fee is more comprehensive than HUD's asset management system. HUD's asset management system and fee for service focuses only on a fee for services at the public housing property level. Seattle Housing's work is broader than public housing and therefore Seattle Housing's LAMP is much broader, including local housing and other activities not found in traditional HUD programs. Seattle Housing's ISF is based on anticipated indirect costs for the fiscal year. In accordance with the requirements of OMB Circular A-87, the ISF is determined in a reasonable and consistent manner based on total units and leased vouchers. The ISF is calculated as a per-housing-unit or per-leased-voucher fee, charged monthly to each program. Please see the Local Asset Management Program in Appendix A to review Seattle Housing's Indirect Cost Plan, submitted with the 2010 MTW Plan.

Single-fund flexibility

Seattle Housing established a MTW Block Grant Fund under the original MTW Agreement and continues to use single-fund flexibility under the First Amendment to the MTW Agreement. Seattle Housing flexibility to use MTW Block grant resources to support its array of low-income housing services and programs is central to the agency's LAMP. Seattle Housing's LAMP includes the whole of Seattle Housing operations and MTW Block Grant funds. During 2010, Seattle Housing exercised its authority and MTW flexibility to allocate MTW Block Grant revenues among the Authority's housing and administrative programs. This enabled Seattle Housing to further its mission and strategic plan by balancing the mix of housing types, services, capital investments, and administrative support to different low-income housing programs and different groups of low-income residents.

In 2010, Seattle Housing used its Block Grant flexibility to support the following local programs: local low income housing operations and capital repairs, community services for tenants, maintenance of parks in mixed income housing developments, management efficiencies, and local housing development.

VIII. Administrative Information

This section provides documentation of Board of Commissioners action regarding this plan and certification of compliance with regulations.

Seattle Housing Board of Commissioners Resolutions

The Seattle Housing Authority Board of Commissioners approved the 2010 MTW Annual Report in Board Resolution No. 4984.

Certification of Compliance with Regulations

- At least 75 percent of families assisted by Seattle Housing are very low-income.
    - At the end of 2010, 96.4 percent of households served by Seattle Housing were very low-income (as detailed in Attachment C).
- Seattle Housing continues to assist substantially the same number of eligible low-income families as would have been served had the amounts not been combined.
    - At the end of 2010, Seattle Housing's resources provided housing for 15,917 households.* This is more than 1,700 households above the 14,169 units authorized under HUD's traditional housing programs operated by Seattle Housing (Low Income Public Housing, Section 8 New Construction, and Housing Choice Vouchers).

      *Note: these numbers differ from other household statistics in this report as these numbers include Housing Choice Vouchers who have ported out of Seattle and exclude those who have ported into Seattle in order to be consistent with the way in which HUD funds housing units.
- Seattle Housing serves a comparable mix of families (by family size) as would have been served had the amounts not been used under the demonstration.

Distribution of Households Served by Bedroom Size*

	0/1 BR	2 BR	3 BR	4 BR	5+ BR
1998**	56%	23%	15%	4%	1%
2010	55%	24%	15%	4%	1%

* Data differs from that found in Appendices in that it includes Housing Choice Vouchers who have ported out of Seattle and excludes those who have ported into Seattle in order to be consistent with the way in which HUD funds housing units
**Due to rounding, does not add up to 100%.

Correction of Observed Deficiencies

Seattle Housing did not receive any significant findings or observed deficiencies from HUD audits or monitoring visits in 2010.

Agency-Directed Evaluations

Seattle Housing is not currently engaged in any agency-wide evaluations of its MTW program.

Performance and Evaluation Report for Capital Fund Activities

Please see Appendix E.

Appendices

The appendices of this report include some materials required by HUD and some to further explain or illustrate Seattle Housing's activities during the year. They are:

Appendix A: New Public Housing Units

Appendix B: New Project-based Voucher Units

Appendix C: Housing and Applicant Demographics

Appendix D: Consolidated Financial Statements

Appendix E: Capital Performance and Evaluation Report

Appendix A – New Public Housing Units

The following is a description of new public housing units added during 2010 by development. These figures match the public housing units that were projected in the 2010 MTW Plan.

Rainier Vista Phase II South – Tamarack						
	Public Housing			Other Affordable– Tax Credit		
Structure Type	**1 Bedroom**	**2 Bedrooms**	**3 Bedrooms**	**1 Bedroom**	**2 Bedrooms**	**3 Bedrooms**
Row	0	2	0	0	0	1
Walk Up	0	0	2	1	3	1
Elevator	15	32	0	8	18	0
Subtotal	**15**	**34**	**2**	**9**	**21**	**2**
Total	**51**			**32** (20 of these units have project-based voucher assistance. See Appendix B.)		
Accessible Features	Seventy-five of the 83 units have level visitable entries and restrooms on the first floor. All units will have 36 inch front doors. Nine of the public housing units will be UFAS compliant accessible. One of the ground related three bedroom units will be made accessible to provide diversity of accessible unit sizes and types.					

Appendix B – New Project-based Voucher Units

In the 2010 Plan, Seattle Housing anticipated project-basing 218 vouchers. Of these, 181 were committed. One of the projects selected during the year to receive 37 vouchers through the City's competitive process ended up receiving McKinney bonus funds, which replaced the need for project-based voucher rental subsidy. The remaining 37 will be allocated in future years.

Tamarack Place (Tamarack Place Limited Partnership)						
Project description	Tamarack Place is an 83 unit complex located in Rainier Vista Phase II. All 83 units are part of a tax credit limited partnership, of which Seattle Housing is the general partner.					
Total units in property	**Project-based units**					
	Studios	**1 Bedroom**	**2 Bedrooms**	**3 Bedrooms**	**4 Bedrooms**	**Total**
83	0	5	13	2	0	20

Park Place						
Project description	Park Place, owned by Park Place Retirement Housing Foundation and operated in partnership with Providence ElderPlace in Seattle Housing's NewHolly neighborhood, was awarded 26 project-based vouchers as part of Seattle Housing's commitment to replacing rental units lost through the redevelopment of High Point. Seattle Housing allows the vouchers to float within studio, one bedroom and two bedroom units within the project.					
Total units in property	**Project-based units**					
	Studios	**1 Bedroom**	**2 Bedrooms**	**3 Bedrooms**	**4 Bedrooms**	**Total**
154	26			0	0	26

Casa Pacifica						
Project description	Casa Pacifica, owned and operated by Housing Resources Group in Seattle's South Lake Union Neighborhood, was awarded 6 project-based vouchers as part of Seattle Housing's commitment to replacing rental units lost through the redevelopment of High Point.					
Total units in property	**Project-based units**					
	Studios	**1 Bedroom**	**2 Bedrooms**	**3 Bedrooms**	**4 Bedrooms**	**Total**
65	0	0	6	0	0	6

Bellevue/Olive Townhomes						
Project description	Bellevue/Olive Townhomes, owned and operated by Housing Resources Group in Seattle's Capital Hill neighborhood, was awarded 5 project-based vouchers as part of Seattle Housing's commitment to replace High Point units.					
Total units in property	**Project-based units**					
	Studios	**1 Bedroom**	**2 Bedrooms**	**3 Bedrooms**	**4 Bedrooms**	**Total**
48	0	0	1	4	0	5

Pardee Townhomes						
Project description	Pardee Townhomes, owned and operated by Housing Resources Group in Seattle's South Lake Union neighborhood, was awarded 3 project-based vouchers as part of Seattle Housing's commitment to replace High Point units.					
Total units in property	**Project-based units**					
	TBD	**1 Bedroom**	**2 Bedrooms**	**3 Bedrooms**	**4 Bedrooms**	**Total**
65	1	0	0	1	1	3

Lake City – McDermott Place						
Project description	McDermott Place, owned and operated by Low Income Housing institute in Seattle's Lake City neighborhood, was awarded 10 project-based vouchers as part of Seattle Housing's commitment to replace High Point units.					
Total units in property	**Project-based units**					
	Studios	**1 Bedroom**	**2 Bedrooms**	**3 Bedrooms**	**4 Bedrooms**	**Total**
75	10	0	0	0	0	10

Humphrey House

Project description	Humphrey House, owned and operated by Plymouth Housing Group in downtown Seattle, received an award of 81 project-based vouchers through the 2009 Combined Funder's NOFA providing braided funding for services, operating, and rental assistance for homeless housing projects. These vouchers represent Seattle Housing's commitment to projects receiving capital funding from the City of Seattle Housing Levy.					
Total units in property	**Project-based units**					
	Studios	**1 Bedroom**	**2 Bedrooms**	**3 Bedrooms**	**4 Bedrooms**	**Total**
84	81	0	0	0	0	81

Rose of Lima House at Bakhita Gardens

Project description	Rose of Lima House at Bakhita Gardens, owned and operated by Catholic Housing Services in downtown Seattle, received an award of 30 project-based vouchers through the 2009 Combined Funder's NOFA providing braided funding for services, operating, and rental assistance for homeless housing projects. These vouchers represent Seattle Housing's commitment to projects receiving capital funding from the City of Seattle Housing Levy. Rose of Lima House prioritizes serving women who have been chronically homeless and struggling with physical or mental disabilities, addiction, trauma histories or other destabilizing issues.					
Total units in property	**Project-based units**					
	Studios	**1 Bedroom**	**2 Bedrooms**	**3 Bedrooms**	**4 Bedrooms**	**Total**
50	30	0	0	0	0	30

In the 2010 Plan, Seattle Housing noted potential commitments of 44 project-based vouchers. Of those, 14 were committed to two projects. The potential for project-basing 30 vouchers at NewHolly Phase III remains under consideration.

Longfellow Creek						
Project description	Longfellow Creek is an 84 unit complex in West Seattle owned by Seattle Housing Authority. The property includes 20 public housing subsidized units. The remaining units are market rate rentals. The project-based vouchers will allow the 9 units to serve as High Point replacement.					
Total units in property	**Project-based units**					
	Studios	**1 Bedroom**	**2 Bedrooms**	**3 Bedrooms**	**4 Bedrooms**	**Total**
84	0	4	5	0	0	9

Villa Park						
Project description	Villa Park is a 43 unit complex in Seattle's Rainier Beach neighborhood owned by Seattle Housing Authority. The project is HOME-funded, serving households around 50 percent of area median income. The project-based vouchers will allow the 5 units to serve as High Point replacement.					
Total units in property	**Project-based units**					
	Studios	**1 Bedroom**	**2 Bedrooms**	**3 Bedrooms**	**4 Bedrooms**	**Total**
43	0	0	3	2	0	5

Appendix C – Household and Applicant Demographics

This appendix provides specific data on changes in the number and characteristics of households housed in Seattle or applicants. Unless otherwise noted, data represents year-end information (December 31, 2010). Slight variations in totals from table to table indicate detailed data is missing for a few households. Additional data notes are provided at the end of this appendix.

Existing Households

Race of head of household

Low-Income Public Housing Residents as of 12/31/2010

Community Type	Caucasian	African / African American	Native American	Asian / Asian American	Native Hawaiian & Pacific Islander	Total
Garden Communities	119	656	21	509	6	1,311
High-Rises	1,668	738	66	434	6	2,912
Mixed Income	22	36	-	3	-	61
Partnership Units	16	28	-	5	-	49
Scattered Sites	179	348	19	94	5	645
Townhouses	13	35	1	11	2	62
LIPH Total	**2,017**	**1,841**	**107**	**1,056**	**19**	**5,040**
Percent of Total	**40.0%**	**36.5%**	**2.1%**	**21.0%**	**0.4%**	
2009 Year-end	1,948	1,787	115	1,097	6	4,953
Percent of Total	39.3%	36.1%	2.3%	22.1%	0.1%	
Percent Change from Prior Year	3.5%	3.0%	-7.0%	-3.7%	216.7%	1.8%
Difference in Ratios	0.7%	0.4%	-0.2%	-1.2%	0.3%	

Section 8 Program Participants as of 12/31/2010

Program	Caucasian	African / African American	Native American	Asian / Asian American	Native Hawaiian & Pacific Islander	Total
HCV Tenant-based	1,814	2,245	104	585	32	4,780
HCV Project-based	1,088	961	57	213	33	2,352
S8 Mod Rehab	386	149	36	147	4	722
S8 New Construction	68	20	4	5	-	97
Section 8 Total	**3,356**	**3,375**	**201**	**950**	**69**	**7,951**
Percent of Total	**42.2%**	**42.4%**	**2.5%**	**11.9%**	**0.9%**	
2009 Year-end	3,320	3,246	179	957	73	7,775
Percent of Total	42.7%	41.7%	2.3%	12.3%	0.9%	
Percent Change from Prior Year	1.1%	4.0%	12.3%	-0.7%	-5.5%	2.3%
Difference in Ratios	-0.5%	0.7%	0.2%	-0.4%	-0.1%	

SSHP Residents as of 12/31/2010

Program	Caucasian	African / African American	Native American	Asian & Pacific Islander	Total
SSHP Total	**726**	**86**	**7**	**132**	**951**
Percent of Total	**76.3%**	**9.0%**	**0.7%**	**13.9%**	
2009 Year-end	690	101	13	153	957
Percent of Total	72.1%	10.6%	1.4%	16.0%	
Percent Change from Prior Year	5.2%	-14.9%	-46.2%	-13.7%	-0.6%
Difference in Ratios	4.2%	-1.5%	-0.6%	-2.1%	

Other Non-Federal Program Residents as of 12/31/2010

Program[1]	Caucasian	African / African American	Native American	Asian & Pacific Islander	Total
HOPE VI Tax Credit	31	120	-	32	183
Special Portfolio – Seattle Housing	35	84	1	5	125
Special Portfolio – Privately Managed[2]	204	28	-	27	259
Other Non-Federal Total	**270**	**232**	**1**	**64**	**567**
Percent of Total	**47.6%**	**40.9%**	**0.2%**	**11.3%**	
2009 Year-end	300	178	-	73	551
Percent of Total: Projected	54.4%	32.3%		13.2%	
Percent Change from Prior Year	-10.0%	30.3%		-12.3%	2.9%
Difference in Ratios	-6.8%	8.6%		-2.0%	

[1]Excludes households in these portfolios represented in other housing programs, such as those with Housing Choice Vouchers or in Low Income Public Housing units. [2] Excludes 9 Special Portfolio - Privately Managed households whose race is unknown.

Ethnicity of head of household

Ethnicity – Hispanic / Non-Hispanic as of 12/31/2010

Program	Hispanic	Non-Hispanic	Total
Low Income Public Housing	198	4,842	5,040
HCV Tenant-Based	214	4,566	4,780
HCV Project-Based	107	2,245	2,352
Section 8 Mod Rehab	35	687	722
Section 8 New Construction	6	91	97
Seattle Senior Housing Program	29	922	951
Other Non-Federal Programs 3	29	546	575
Total Households	**618**	**13,899**	**14,517**
Percent of Total	**4.2%**	**95.7%**	
2009 Year-end [4]	599	13,637	14,236
Percent of Total	4.2%	95.8%	
Percent Change from Prior Year	-1.7%	-2.1%	-2.1%
Difference in Ratios	0.0%	0.0%	

[3] Excludes one (1) household whose ethnicity is unknown. [4] Data for Other Non-Federal Programs was not included in 2009 Year-end data.

Income distribution as a percent of median income

2010 Median Incomes Levels for the Seattle-Bellevue Area

Family Size	30% Median	50% Median	80% Median
Single Individual	$18,000	$30,000	$45,100
Family of Two	$20,600	$34,250	$51,550
Family of Three	$23,150	$38,550	$58,000
Family of Four	$25,700	$42,800	$64,400
Family of Five	$27,800	$46,250	$69,600
Family of Six	$29,850	$49,650	$74,750
Family of Seven	$31,900	$53,100	$79,900
Family of Eight	$33,950	$56,500	$85,050

Distribution of Household Annual Income as of 12/31/2010

Program	Below 30% Median Income	30% - 50% Median Income	50% - 80% Median Income	Over 80% Median Income	Total
Low Income Public Housing	4,437	495	100	8	5,040
HCV Tenant-Based	4,042	589	67	2	4,700
HCV Project-Based	2,235	109	8	-	2,352
Section 8 Mod Rehab	692	25	4	1	722
Section 8 New Construction	91	6	-	-	97
Seattle Senior Housing Program	782	134	33	2	951
Other Non-Federal Programs	101	167	158	149	575
Total Households	**12,380**	**1,525**	**370**	**162**	**14,437**
Percent of Total	**85.8%**	**10.6%**	**2.6%**	**1.1%**	
2009 Year-end	12,090	1,584	411	84	14,169
Percent of Total	85.3%	11.2%	2.9%	0.6%	
Percent Change from Prior Year	2.4%	-3.7%	-10.0%	92.9%	1.9%
Difference in Ratios	0.4%	-0.6%	-0.3%	0.5%	

Total population by age group (minors, adults and elderly)

Low-Income Public Housing Residents as of 12/31/2010

Development	Minors	Non-Elderly Adults	Elderly Adults	Total Individuals	Elderly >70
Garden Communities	1,715	1,765	467	3,947	244
High-Rises	48	1,871	1,227	3,146	649
Mixed Income	65	63	7	135	2
Partnership Units	99	94	6	199	3
Scattered Sites	982	971	108	2,061	48
Townhouses	180	124	8	312	1
LIPH Total	**3,089**	**4,888**	**1,823**	**9,800**	**947**
Percent: Actual	**31.5%**	**49.9%**	**18.6%**		**9.7%**
2009 Year-end	3,230	4,897	1,767	9,894	923
Percent of Total	32.6%	49.5%	17.9%		9.3%
Percent Change from Prior Year	-4.4%	-0.2%	3.2%	-1.0%	2.6%
Difference in Ratios	-1.1%	0.4%	0.7%		0.3%

Section 8 Participants as of 12/31/2010

Program	Minors	Non-Elderly Adults	Elderly Adults	Total Individuals	Elderly >70
HCV Tenant-based	4,428	5,306	1,367	11,101	698
HCV Project-based	1,440	2,365	474	4,279	251
Section 8 Mod Rehab	69	628	190	887	76
Section 8 New Construction	-	72	28	100	10
Section 8 Total	**5,937**	**8,371**	**2,059**	**16,367**	**1,035**
Percent of Total	**36.3%**	**51.1%**	**12.6%**		**6.3%**
2009 Year-end	5,998	8,084	1,995	16,077	1,009
Percent of Total	37.3%	50.3%	12.4%		6.3%
Percent Change from Prior Year	-1.0%	3.6%	3.2%	1.8%	2.6%
Difference in Ratios	-1.0%	0.9%	0.2%		0.0%

SSHP Residents as of 12/31/2010

	Minors	Non-Elderly Adults	Elderly Adults	Total Individuals	Elderly >70
SSHP Total	**0**	**119**	**938**	**1,057**	**693**
Percent of Total	**0.0%**	**11.3%**	**88.7%**		**65.6%**
2009 Year-end	0	121	950	1,071	715
Percent of Total	0.0%	11.3%	88.7%		66.8%
Percent Change from Prior Year	0.0%	-1.7%	-1.3%	-1.3%	-3.1%
Difference in Ratios	0.0%	-0.0%	-0.0%		-1.2%

Other Non-Federal Program Residents as of 12/31/2010

Program	Minors	Non-Elderly Adults	Elderly Adults	Total Individuals	Elderly >70
HOPE VI Tax Credit	281	319	22	622	11
Special Portfolio – Seattle Housing	58	151	5	214	1
Special Portfolio – Privately Managed	85	337	24	446	-
Other Non-Federal Total	**424**	**807**	**51**	**1,282**	**12**
Percent of Total	**33.1%**	**62.9%**	**4.0%**		**0.9%**
2009 Year-end	424	803	73	1,300	12
Percent of Total	32.6%	61.8%	5.6%		0.9%
Percent Change from Prior Year	0.0%	0.5%	-30.1%	-1.4%	0.0%
Difference in Ratios	0.5%	1.2%	-1.6%		-0.0%

People with disabilities

Low-Income Public Housing Residents as of 12/31/2010

Development	Disabled Minors	Non-Elderly Disabled	Elderly Disabled	Total Disabled	Total Individuals
Garden Community	6	199	219	424	3,951
High-Rises	-	1,443	589	2,032	3,146
Mixed Income	-	13	2	15	135
Partnership Units	-	4	-	4	199
Scattered Sites	21	171	50	242	2,061
Townhouse	2	9	2	13	312
LIPH Totals	**29**	**1,839**	**862**	**2,730**	**9,804**
Percent of Total	**0.3%**	**18.8%**	**8.8%**	**27.8%**	
2009 Year-end	25	1,782	829	2,636	9,212
Percent of Total	0.3%	19.3%	9.0%	28.6%	
Percent Change from Prior Year	16.0%	3.2%	4.0%	3.6%	6.4%
Difference in Ratios	0.0%	-0.6%	-0.2%	-0.8%	

Section 8 Participants as of 12/31/2010

Program	Disabled Minors	Non-Elderly Disabled	Elderly Disabled	Total Disabled	Total Individuals
HCV Tenant-based	242	1,954	1,067	3,263	11,101
HCV Project-based	50	1,100	329	1,479	4,279
Section 8 Mod Rehab	4	347	142	493	887
Section 8 New Construction	-	50	14	64	100
Section 8 Total	**296**	**3,451**	**1,552**	**5,299**	**16,367**
Percent of Total	**1.8%**	**21.1%**	**9.5%**	**32.4%**	
2009 Year-end	215	3,218	1,301	4,734	14,862
Percent of Total	1.4%	21.7%	8.8%	31.9%	
Percent Change from Prior Year	37.7%	7.2%	19.3%	11.9%	10.1%
Difference in Ratios	0.4%	-0.6%	0.7%	0.5%	

SSHP Residents as of 12/31/2010

	Disabled Minors	Non-Elderly Disabled	Elderly Disabled	Total Disabled	Total Individuals
SSHP Totals	**0**	**82**	**147**	**229**	**1,057**
Percent of Total	**0.0%**	**7.8%**	**13.9%**	**21.7%**	
2009 Year-end	0	78	153	231	1,063
Percent of Total	0.0%	7.3%	14.4%	21.7%	
Percent Change from Prior Year	0.0%	5.1%	-3.9%	-0.9%	-0.6%
Difference in Ratios	0.0%	0.4%	-0.5%	-0.1%	

Other Non-Federal Program Residents as of 12/31/2010

Program	Disabled Minors	Non-Elderly Disabled	Elderly Disabled	Total Disabled	Total Individuals
HOPE VI Tax Credit	-	4	5	9	622
Special Portfolio – Seattle Housing	-	7	-	7	214
Special Portfolio – Privately Managed	N/A	24	N/A	24	446
Section 8 Total	**-**	**35**	**5**	**40**	**1,282**
Percent of Total	**0.0%**	**2.7%**	**0.4%**	**3.1%**	
2009 Year-end			Not available.		
Percent: Projected					
Percent Change from Prior Year			Not available.		
Difference in Ratios					

Households served in Seattle by unit size at year end – comparing Seattle Housing's first year of MTW (1999), the prior year (2009), and the current year (2010)

Program	Year	0-Br	1-Br	2-Br	3-Br	4-Br	5+-Br	Total
Low Income	1999	257	3,158	1,470	935	231	36	6,087
Public Housing	2009	799	2,371	913	679	184	37	4,983
	2010	795	2,402	946	680	180	37	5,040
Housing Choice Voucher Tenant-	1999	250	1,117	1,079	872	279	82	3,679
& Project-based Assistance[5]	2009	1,394	2,043	1,833	1,188	399	140	6,997
	2010	1,547	1,991	1,839	1,228	388	139	7,132
Section 8	1999	10	141	0	0	0	0	151
New Construction	2009	0	95	0	0	0	0	95
	2010	0	97	0	0	0	0	97
Seattle Senior	1999	161	913	85	0	0	0	1,159
Housing Program	2009	0	871	89	0	0	0	960
	2010	0	862	89	0	0	0	951
	1999	0	0	0	0	0	0	0
Other Non-Federal	2009	45	128	227	138	17	2	557
	2010	55	194	269	51	7	0	576
Total	1999	678	5,329	2,634	1,807	510	118	11,076
	2009	2,238	5,508	3,062	2,005	600	179	13,592
	2010	2,397	5,546	3,143	1,959	575	176	13,796
Distribution of	1999	6.1%	48.1%	23.8%	16.3%	4.6%	1.1%	
Unit sizes	2009	16.5%	40.5%	22.5%	14.8%	4.4%	1.3%	
	2010	17.4%	40.2%	22.8%	14.2%	4.2%	1.3%	

[5]Excludes Mod Rehab units.

Average Length of Participation by Housing and Household Type

Elderly/Disabled Households (elderly or disabled head of household) as of 12/31/2010

Program	House-holds	Average Number of Years	2 Years or Less	2-5 Years	5-10 Years	10-20 Years	20 Years or More
Public Housing	3,284	10	23%	18%	19%	28%	12%
HCV Tenant-Based	2,860	8	19%	21%	35%	18%	6%
HCV Project-Based	1,492	3	56%	28%	14%	2%	0%
Section 8 Mod-Rehab	513	6	44%	16%	17%	21%	2%
S8 New Construction	75	10	13%	21%	16%	44%	5%
Seattle Senior Housing Program	951	7	27%	20%	25%	26%	2%
Other Non-Federal	23	5	22%	39%	30%	9%	0%
Total Elderly/Disabled	**9,198**	**8**	**29%**	**21%**	**24%**	**20%**	**7%**

Family Households (non-elderly ,non-disabled head of household, including single individuals) as of 12/31/2010

Program	House-holds	Average Number of Years	2 Year or Less	2-5 Years	5-10 Years	10-20 Years	20 Years or More
Public Housing	1,709	6	40%	26%	15%	14%	5%
HCV Tenant-Based	1,911	6	29%	27%	30%	12%	2%
HCV Project-Based	840	2	75%	16%	8%	0%	0%
Section 8 Mod-Rehab	209	4	55%	19%	14%	10%	2%
S8 New Construction	22	3	64%	18%	18%	-	-
Seattle Senior Housing Program	282	3	61%	26%	10%	3%	0%
Other Non-Federal	4,973	5	44%	25%	19%	10%	2%
Total Family	**4,973**	**5**	**44%**	**25%**	**19%**	**10%**	**2%**

All Households as of 12/31/2010

Program	House-holds	Average Number of Years	2 Year or Less	2-5 Years	5-10 Years	10-20 Years	20 Years or More
Public Housing	4,993	8	29%	21%	17%	23%	10%
HCV Tenant-Based	4,771	7	23%	23%	33%	16%	5%
HCV Project-Based	2,332	3	63%	24%	12%	1%	0%
Section 8 Mod-Rehab	722	5	47%	17%	16%	18%	2%
S8 New Construction	97	8	25%	21%	16%	34%	4%
Seattle Senior Housing Program	951	7	27%	20%	25%	26%	2%
Other Non-Federal	305	3	58%	27%	11%	4%	0%
Total Combined	**14,171**	**7**	**34%**	**22%**	**22%**	**17%**	**5%**

Applicant Demographics

Low-Income Public Housing Applicants as of 12/31/2010

Unit Size	Caucasian	African / African American	Native American	Asian & Pacific Islander	Total
0/1 bedroom	1,623	1,565	108	683	3,979
2 bedroom	396	799	39	365	1,599
3 bedroom	85	240	8	108	441
4 bedroom	11	63	3	18	95
5 bedroom	-	25	-	-	25
LIPH Total[6]	2,115	2,692	158	1,174	6,139
Percent of Total	34.5%	43.9%	2.6%	19.1%	
2009 Year End	1,839	2,412	166	954	5,371
Percent of Total	34.2%	44.9%	3.1%	17.8%	
Percent Change from Prior Year	15.0%	11.6%	-4.8%	23.1%	14.3%
Difference in Ratios	0.2%	-1.1%	-0.5%	1.4%	

[6] Applicants to HOPE VI communities are not included in this analysis.

Housing Choice Voucher Applicants as of 12/31/2010

Unit Size	Caucasian	African / African American	Native American	Asian & Pacific Islander	Total
All bedroom sizes [7]	563	992	55	211	1,821
Percent of Total	30.9%	54.5%	3.0%	11.6%	100.0%
2009 Year End	642	1,054	64	226	1,986
Percent of Total	32.3%	53.1%	3.2%	11.4%	
Percent Change from Prior Year	-12.3%	-5.9%	-14.1%	-6.6%	-8.3%
Difference in Ratios	-1.4%	1.4%	-0.2%	0.2%	

[7] Seattle Housing no longer tracks Housing Choice Voucher applicants by bedroom size. Excludes 9 households with unknown race.

Section 8 New Construction Applicants as of 12/31/2010

Unit Size	Caucasian	African / African American	Native American	Asian & Pacific Islander	Total
0/1 bedroom	138	86	11	18	253
Section 8 New Construction Total	138	86	11	18	253
Percent of Total	54.5%	34.0%	4.3%	7.1%	
2009 Year End	83	52	11	12	158
Percent of Total	52.5%	32.9%	7.0%	7.6%	
Percent Change from Prior Year	66.3%	65.4%	0.0%	50.0%	60.1%
Difference in Ratios	2.0%	1.1%	-2.6%	-0.5%	

SSHP Applicants as of 12/31/2010

Unit Size	Caucasian	African / African American	Native American	Asian & Pacific Islander	Total
0/1 bedroom	363	135	13	115	626
2 bedroom	9	5	-	3	17
SSHP Total	372	140	13	118	643
Percent of Total	57.9%	21.8%	2.0%	18.4%	
2009 Year End	349	112	9	105	575
Percent of Total	60.7%	19.5%	1.6%	18.3%	
Percent Change from Prior Year	6.6%	25.0%	44.4%	12.4%	11.8%
Difference in Ratios	-2.8%	2.3%	0.5%	0.1%	

Income distribution as a percent of median income

Applicant Household Annual Incomes as of 12/31/2010

Program	Below 30% Median Income	30% - 50% Median Income	50% - 80% Median Income	Over 80% Median Income	Total
Low Income Public Housing	5,833	263	25	18	6,139
HCV Tenant-based	1,684	113	28	5	1,830
Section 8 New Construction	247	5	1	-	253
Seattle Senior Housing Program[8]	559	57	22	3	641
Unique Households[9]	7,696	390	69	24	8,179
Percent of Total	94.1%	4.8%	0.8%	0.3%	
2009 Year End	5,685	344	52	23	6,104
Percent of Total	93.1%	5.6%	0.9%	0.4%	
Percent Change from Prior Year	35.4%	13.4%	32.7%	4.3%	34.0%
Difference in Ratios	1.0%	-0.9%	0.0%	-0.1%	

[8]Excludes two households with no income documented. [9]Applicant households may appear on more than one wait list; therefore the unique households row does not equal the sum of the program rows.

Data notes – the following notes apply to all tables within this appendix:

- Low Income Public Housing – excludes occupants of employee and agency units
- Housing Choice Vouchers - Excludes households that have left Seattle Housing's jurisdiction (a.k.a. port-outs - 1,873 households); excludes households using vouchers in the SSHP program (160 households accounted for in the SSHP demographics); and includes households that have entered Seattle Housing's jurisdiction (a.k.a. port-ins; 530 households)
- Other Non-Federal – excludes occupants of units managed by Seattle Housing for other owners (14 households)

Appendix D– Consolidated Financial Statements

Following are the Seattle Housing Authority's Consolidated Financial Statements for Fiscal Year 2010. These figures represent unaudited fiscal year end financial data. The audited Financial Statements will be available in May 2011.

THE HOUSING AUTHORITY OF THE CITY OF SEATTLE, WASHINGTON

Statement of Net Assets

December 31, 2010

Assets	Primary government
Current assets:	
Cash and cash equivalents	$ 2,259,236
Restricted cash	7,105,405
Investments	40,459,348
Accounts receivable:	
Tenant rentals and service charges	412,159
Other	1,065,327
Due from:	
Other governments	2,517,739
Component units	3,050,968
Inventory and prepaid items	834,533
Restricted investments	2,393,550
Deferred charges	1,798,792
Notes receivable	—
Notes receivable from component units	63,272
Other	3,688
Total current assets	61,964,017
Noncurrent assets:	
Investments	3,507,625
Restricted investments	21,023,855
Due from component units	21,905,465
Other	1,484,113
Capital assets:	
Land	70,504,337
Land improvements	26,983,527
Leasehold improvements	749,651
Structures	366,506,200
Equipment	17,133,424

Construction in progress		64,270,286
Less accumulated depreciation		(202,182,736)
Capital assets, net		343,964,689
Notes receivable, net of allowance		15,635,696
Notes receivable from component units (net of excess loss on investment of $1,503,515)		178,815,004
Total noncurrent assets		586,336,447
Total assets	$	648,300,464

THE HOUSING AUTHORITY OF THE CITY OF SEATTLE, WASHINGTON

Statement of Net Worth

December 31, 2010

Liabilities and Net Assets		Primary government
Current liabilities:		
Accounts payable:		
Vendors and contractors	$	5,451,316
Other		3,988,595
Accrued liabilities		2,932,854
Due to component units		331,407
Short-term borrowings		16,077,425
Current portion of long-term debt		11,708,891
Deferred revenue		3,263,671
Total current liabilities		43,754,159
Noncurrent liabilities:		
Due to primary government		
Security deposits		1,486,232
Deferred revenue		42,206,775
Long-term debt, less current portion:		
Notes payable		53,444,343
Bonds payable		96,075,557
Accrued compensated absences		3,093,005
Net OPEB liability		703,000
Total noncurrent liabilities		197,008,912
Total liabilities		240,763,071
Net assets:		
Invested in capital assets, net of related debt		198,354,620
Restricted for debt service		9,027,044
Unrestricted (deficit)		200,155,729
Total net assets		407,537,393
Total liabilities and net assets	$	648,300,464

THE HOUSING AUTHORITY OF THE CITY OF SEATTLE, WASHINGTON

Statement of Revenues, Expenses, and Changes in Net Assets

Year ended December 31, 2010

		Primary government
Operating revenues:		
Tenant rentals	$	19,853,164
Housing assistance payment subsidies		96,202,546
Operating subsidies and grants		20,983,973
Other		18,789,651
Total operating revenues		155,829,334
Operating expenses:		
Housing operations and administration		45,033,321
Tenant services		3,726,846
Utility services		4,718,662
Maintenance		20,082,664
Housing assistance payments		73,550,131
Other		462,036
Depreciation and amortization		10,059,962
Total operating expenses		157,633,622
Operating loss		(1,804,288)
Non-operating revenues (expenses):		
Intergovernmental		274,244
Interest expense		(7,479,431)
Interest income		5,453,447
Change in fair value of investments		
Loss on investment in limited partnerships		
Disposition of assets		(19,878,330)
Net non-operating revenues (expenses)		(21,630,070)
Change in net assets before capital contributions		(23,434,358)
Contributions:		
Capital contributions		46,544,071
Partners' contributions		
Total contributions		46,544,071
Change in net assets		23,109,713
Total net assets at beginning of year		384,427,680
Total net assets at end of year	$	407,537,393

THE HOUSING AUTHORITY OF THE CITY OF SEATTLE, WASHINGTON

Statement of Cash Flows

Year ended December 31, 2010

		Primary government
Cash flows from operating activities:		
Receipts from residents	$	19,950,925
Receipts from other sources		22,626,376
Operating grants and subsidies received		112,982,893
Advances to affiliates		2,203,387
Payments to vendors		(71,973,222)
Housing assistance payments		(73,550,131)
Payments to employees		(17,427,811)
Net cash provided by operating activities		(5,187,583)
Cash flows from capital and related financing activities:		
Capital contributions		46,387,130
Acquisition and construction of capital assets		(72,888,167)
Proceeds from dispositions of property and equipment		51,313,179
Proceeds from short-term borrowings		9,654,302
Proceeds from long-term borrowings		3,623,402
Payments on notes and bonds		(21,851,388)
Interest payments		(7,825,246)
Net cash used by capital and related financing activities		8,413,212
Cash flows from investing activities:		
Interest received		2,445,591
Maturity of investment securities		39,038,739
Purchases of investment securities		(40,432,084)
Payment on notes receivable		25,126,092
Issuance of notes receivable		(32,729,535)
Net cash used by investing activities		(6,551,197)
Increase in cash and cash equivalents		(3,325,568)
Cash and cash equivalents at beginning of year		12,690,209
Cash and cash equivalents at end of year	$	9,364,641
Reconciliation of operating loss to net cash used by operating activities:		
Operating loss	$	(1,804,288)
Adjustments to reconcile operating loss to net cash provided by operating activities:		
Depreciation and amortization		10,059,962

Gain on sale of property		(15,139,824)
Changes in assets and liabilities:		
Accounts receivable and other assets		(754,030)
Inventory and prepaid items		(33,800)
Accounts payable and other liabilities		(1,600,879)
Accrued compensated absences		(867,176)
Deferred revenue and other		4,952,452
Total adjustments		(3,383,295)
Net cash provided by operating activities	$	(5,187,583)
Noncash investing, capital, and financing activity:		
Increase in fair value of investments	$	45,566

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: Seattle Housing **120 Sixth Avenue North** **Seattle** **WA, 98109**	**Grant Type and Number: American Recovery and Reinvestment Act (ARRA)** Capital Fund Program Grant No: WA19S00150108 Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant: 2009** **FFY of Grant Approval: 2009**

Type of Grant

☐ Original Annual Statement ☐ ☑ 2010 MTW Performance Report

☐ ☐

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)		61,074.00	53,108.00	53,108.00
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs		385,000.00	1,600,337.00	1,600,337.00
8	1440 Site Acquisition				
9	1450 Site Improvement	6,500,000.00	10,380,697.09	10,380,697.00	9,448,451.00
10	1460 Dwelling Structures	3,500,000.00	5,216,172.41	5,008,802.00	5,008,802.00
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment		14,530.47	14,530.00	14,530.00
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs		12,414.12	12,414.00	12,414.00
17	1499 Development Activities [4]	7,069,888.00	0.00		

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

Part I: Summary		
PHA Name: Seattle Housing **120 Sixth Avenue North** **Seattle** **WA, 98109**	**Grant Type and Number: American Recovery and Reinvestment Act (ARRA)** Capital Fund Program Grant No: WA19S00150109 Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant: 2009** **FFY of Grant Approval: 2009**

Type of Grant

☐ **Original Amendment** ☐ ☑ **2010 MTW Performance Report**

☐ ☐

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	17,069,888.00	17,069,888.00	17,069,888.00	16,137,642.00
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation				

Signature of Executive Director	Date	Signature of Public Housing Director	Date
James M Tierney	3/2/11		

[1] To be completed for the Performance and Evaluation Report.

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Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part II: Supporting Pages		
PHA Name: Seattle Housing Authority 120 Sixth Avenue North Seattle WA, 98109	**Grant Type and Number: American Recovery and** Capital Fund Program Grant No: WA19S00150109 CFFP (Yes / No): No Replacement Housing Factor Grant No:	**FFY of Grant: 2009**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
						Funds	Funds	
				Original	Revised 4	Obligated [2]	Expended [2]	
Bell Tower	New windows; Exterior waterproofing	1460		3,500,000	3,026,981.41	3,073,307	3,073,307	
	either by recoating or recladding;							
	15 UFAS unit modifications as well							
	as common area UFAS upgrades;							
	Ventilation system improvements;							
	Correct water line problems							
Bell Tower	Construction Project Manager To	1410			61,074	53,108	53,108	
	Oversee Upgrades							
Bell Tower	Architectural Design and Permit Fees	1430			385,000	346,641	346,641	
Bell Tower	Community Room Furniture	1475			14,530	14,530	14,530	
Bell Tower	Temporary Moving of Residents and	1495			12,414	12,414	12,414	
	Parking Reimbursements							

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

[2] To be completed for the Performance and Evaluation Report.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part II: Supporting Pages		
PHA Name: Seattle Housing Authority 120 Sixth Avenue North Seattle WA, 98109	**Grant Type and Number: American Recovery and** Capital Fund Program Grant No: WA19S00150109 CFFP (Yes / No): No Replacement Housing Factor Grant No:	**FFY of Grant: 2009**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
						Funds	Funds	
				Original	Revised [1]	Obligated [2]	Expended [2]	
Rainier Vista Phase II	Infrastructure Improvements to allow	1450		6,500,000	10,380,697	10,380,697	9,448,451	
North A	future construction of low income							
	units including public housing units;							
	Rental Term Sheet for Phase II has							
	been submitted to HUD							
Rainier Vista Phase II South	Two uses of funds in Mixed Finance	1499		7,069,888	0			
Tamarack Place	transaction to fill gap from tax equity							
	reduction and bridge financing for							
	future program income from sale of lan							
	been submitted to HUD							
Tamarack Place	Architectural, Permits and other Soft Co	1430				1,253,696	1,253,696	
Tamarack Place	Construction of low income housing un	1460		0	3,189,191	1,935,495	1,935,495	

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

[2] To be completed for the Performance and Evaluation Report.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part II: Implementation Schedule for Capital Fund Financing Program					
PHA Name: Seattle Housing Authority 120 Sixth Avenue North Seattle WA, 98109					**FFY of Grant: 2009**
Development Number Name/PHA-Wide Activities	All Funds Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)		Reasons for Revised Target Dates [1]
	Original Obligation End Date	Actual Obligation End Date	Original Expenditure End Date	Actual Expenditure End date	
Bell Tower	3/17/2010	2/28/2010	3/17/2012		
Rainier Vista Phase II	3/17/2010	2/28/2010	3/17/2012		
North A					
Rainier Vista Phase II South	3/17/2010	2/28/2010	3/17/2012		
Tamarack Place					

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: Seattle Housing **120 Sixth Avenue North** **Seattle** **WA, 98109**	**Grant Type and Number** Capital Fund Program Grant No: WA00100001709R Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant: 2009** **FFY of Grant Approval: 2009**

Type of Grant

☑ **MTW 2010 Performance Report** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**

☐ **Performance and Evaluation Report for Period Ending:** ☐ **Final Performance Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)	450,000	450,000	450,000	173,329
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	850,000	1,087,746	1,087,746	948,451
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures	8,645,000	8,462,254	8,462,254	1,662,552
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs	55,000	0		
17	1499 Development Activities [4]				

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Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary		
PHA Name: Seattle Housing **120 Sixth Avenue North** **Seattle** **WA, 98109**	**Grant Type and Number** Capital Fund Program Grant No: WA00100001709R Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant: 2009** **FFY of Grant Approval: 2009**

Type of Grant

☑ **MTW 2010 Performance Report** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**

☐ **Performance and Evaluation Report for Period Ending:** ☐ **Final Performance Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	10,000,000	10,000,000	10,000,000	2,784,332
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation				

Signature of Executive Director	**Date**	**Signature of Public Housing Director**	**Date**
James M Tilgner	3/2/11		

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[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
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Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part II: Supporting Pages		
PHA Name: Seattle Housing Authority 120 Sixth Avenue North Seattle WA, 98109	**Grant Type and Number** Capital Fund Program Grant No: WA00100001709R CFFP (Yes / No): Replacement Housing Factor Grant No:	**FFY of Grant: 2009**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
						Funds	Funds	
				Original	Revised [1]	Obligated [2]	Expended [2]	
Denny Terrace								
	Construction & Program Staff	1410		450,000	450,000	450,000	173,329	
	Salaries and Benefits							
	Archetectural, Engineering Costs	1430		850,000	1,087,746	1,087,746	948,451	
	and Permit Costs							
	Ventilation improvements, new	1460		8,645,000	8,462,254	8,462,254	1,662,552	
	insulated exterior cladding and							
	windows, roof repairs, unit interior							
	upgrades, common area interior							
	upgrades, intercom system, and							
	electrical modifications							
	Temporary Relocation of Residents	1495		55,000	0			

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[2] To be completed for the Performance and Evaluation Report.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
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OMB No. 2577-0226
Expires 4/30/2011

Part II: Supporting Pages		
PHA Name: Seattle Housing Authority 120 Sixth Avenue North Seattle WA, 98109	**Grant Type and Number** Capital Fund Program Grant No: WA00100001709R CFFP (Yes / No): Replacement Housing Factor Grant No:	**FFY of Grant: 2009**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
						Funds	Funds	
				Original	Revised [1]	Obligated [2]	Expended [2]	

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

[2] To be completed for the Performance and Evaluation Report.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part II: Implementation Schedule for Capital Fund Financing Program

PHA Name: Seattle Housing Authority
120 Sixth Avenue North
Seattle
WA, 98109

FFY of Grant: 2009

Development Number Name/PHA-Wide Activities	All Funds Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)		Reasons for Revised Target Dates [1]
	Original Obligation End Date	Actual Obligation End Date	Original Expenditure End Date	Actual Expenditure End date	
WA00100001709R	9/24/2010	8/31/2010	9/24/2012		

[1] Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: Seattle Housing **120 Sixth Avenue North** **Seattle** **WA, 98109**	**Grant Type and Number:** Capital Fund Program Grant No: WA00100003909G Date of CFFP:	**FFY of Grant: 2009** **FFY of Grant Approval: 2009**

Type of Grant

☐ **Original Amendment** ☐ ☑ **MTW 2010 Performance Report**

☐ ☐

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)	381,618.00	381,619.00	381,618.00	158,027.00
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	2,440,183.00	1,365,184.00	1,365,184.00	625,299.00
8	1440 Site Acquisition		1,075,000.00	1,075,000.00	1,075,000.00
9	1450 Site Improvement				
10	1460 Dwelling Structures	5,180,708.00	5,180,708.00	5,180,708.00	5,180,708.00
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition	11,462.00	11,463.00	11,462.00	884.00
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				

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[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

Part I: Summary		
PHA Name: Seattle Housing **120 Sixth Avenue North** **Seattle** **WA, 98109**	**Grant Type and Number: American Recovery and Reinvestment Act (ARRA)** Capital Fund Program Grant No: WA00100003909G Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant: 2009** **FFY of Grant Approval: 2009**
Type of Grant ☐ **Original Amendment** ☐ ☐	☑ **MTW 2010 Performance Report** ☐	

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	8,013,972	8,013,972	8,013,972	7,039,918
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation				

Signature of Executive Director	Date	Signature of Public Housing Director	Date
James M Tibbany	3/2/11		

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Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part II: Supporting Pages

PHA Name: Seattle Housing Authority 120 Sixth Avenue North Seattle WA, 98109	**Grant Type and Number: American Recovery and Reinvestment Act (ARRA)** Capital Fund Program Grant No: WA00100003909G Date of CFFP:	**FFY of Grant: 2009** **FFY of Grant Approval:**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost	
						Funds	Funds
				Original	Revised [1]	Obligated [2]	Expended [2]
Lake City Village Redevelopment							
	Project Staff	1410		381,618.00		381,618.00	158,027.00
	A & E and related fees and costs	1430		2,440,183.00	1,365,184.00	1,365,184.00	625,299.00
	Site Acquisition Lease	1440		0.00	1,075,000.00	1,075,000.00	1,075,000.00
	Constructing 86 new rental housing units	1460		5,180,708.00		5,180,708.00	5,180,708.00
	On-site Demolition and remediation	1485		11,462.00		11,462.00	884.00

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

[2] To be completed for the Performance and Evaluation Report.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part II: Implementation Schedule for Capital Fund Financing Program					
PHA Name: Seattle Housing Authority 120 Sixth Avenue North Seattle WA, 98109					**FFY of Grant: 2009**
Development Number Name/PHA-Wide Activities	All Funds Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)		Reasons for Revised Target Dates [1]
	Original Obligation End Date	Actual Obligation End Date	Original Expenditure End Date	Actual Expenditure End date	
Lake City	9/22/2010	7/31/2010	9/23/2012		

[1] Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: Seattle Housing Authority **120 Sixth Avenue North** **Seattle** **WA, 98109**	**Grant Type and Number:** Capital Fund Program Grant No: WA00100009009T Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant: 2009** **FFY of Grant Approval: 2009**

Type of Grant

☑ **MTW 2010 Performance Report** ☐ ☐ **Revised Amendment**

☐ ☐

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	0	$ 3,360,605	$ 3,360,605	$ 1,058,176
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures	$ 10,000,000	$ 6,639,395	$ 6,639,395	$ 2,564,367
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

Part I: Summary		
PHA Name: Seattle Housing Authority **120 Sixth Avenue North** **Seattle** **WA, 98109**	**Grant Type and Number:** Capital Fund Program Grant No: WA00100009009T Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant: 2009** **FFY of Grant Approval: 2009**

Type of Grant

☑ **MTW 2010 Performance Report** ☐ ☐ **Revised Amendment (revision no.)**

☐ ☐

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$ 10,000,000	$ 10,000,000	$ 10,000,000.00	$ 3,622,543.00
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation				

Signature of Executive Director	Date: 7/27/2010	Signature of Public Housing Director	Date
Thomas M Tierney	3/2/11		

[1] To be completed for the Performance and Evaluation Report.

[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.

[4] RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part II: Supporting Pages

PHA Name: Seattle Housing Authority 120 Sixth Avenue North Seattle WA, 98109	**Grant Type and Number:** Capital Fund Program Grant No: WA00100009009T Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant:** 2009 **FFY of Grant Approval:** 2009

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost	
						Funds	Funds
				Original	Revised [1]	Obligated [2]	Expended [2]
Rainier Vista Phase III	Phase III will consist of 118 low-income	1460		$ 10,000,000	$ 6,639,395	$ 6,639,395	$ 2,564,397
Rental Housing	ground-related apartments.						
	Affordability will be mixed: 74 units						
	will be public housing/tax credit, 23						
	units will be project-based rental						
	assistance/tax credit and the						
	remaining 21 units will be tax credit.						
	Soft Costs (A& E, Permits, Interest	1430		$ -	$ 3,360,605	$ 3,360,605	$ 1,058,176.00
	Expense, etc)						

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

[2] To be completed for the Performance and Evaluation Report.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part II: Implementation Schedule for Capital Fund Financing Program

PHA Name: Seattle Housing Authority
120 Sixth Avenue North
Seattle
WA, 98109

FFY of Grant: 2009

Development Number Name/PHA-Wide Activities	All Funds Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)		Reasons for Revised Target Dates [1]
	Original Obligation End Date	Actual Obligation End Date	Original Expenditure End Date	Actual Expenditure End date	
Rainier Vista Phase III	9/8/2010	7/31/2010	9/8/2012		
Rental Housing					

[1] Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

Appendix F – Previously Approved Activities Numbering Matrix

The tables in this appendix, which show how the current numbering system corresponds with the previous numbering system, are reprinted from the 2011 MTW Plan.

MTW initiatives are overarching areas of reform that SHA is pursuing, such as rent reform or the local project-based HCV program. SHA had obtained approval from HUD for most of these initiatives through Annual Plans and other means prior to execution the Amended and Restated MTW Agreement. During that time, MTW agencies were not required to specify policy elements or waivers being used to implement the initiative. For the purpose of evaluating the impact and success of these initiatives, SHA has made an effort to break down the specific elements of the initiative into "activities." Activities have been renumbered from the numbers provided in SHA's 2010 MTW Plan to better relate them to their original initiative and to one another as appropriate. The numbers used in the 2010 plan are listed below as "formerly known as" for reference.

MTW Activities – Active

Active status indicates that an activity has been will be in active implementation in 2011 or is under active development for implementation.

MTW Activity #1 – Development Simplification

MTW Activity #1.P.02 (Formerly #70)	**Streamlined public housing acquisitions:** Acquire properties for public housing without prior HUD approval, provided that HUD site selection criteria are met.
Program: Public Housing	This activity was first included in SHA's 1999 MTW Agreement. SHA began implementing this MTW flexibility in 2004 with the establishment of its Real Property Acquisition Protocol. Additional public housing units may be acquired in 2011 using this protocol, including buildings in the SSHP portfolio.
MTW Activity #1.P.05 (Formerly #72)	**Streamlined public housing demo/dispo process:** Utilize a streamlined demolition/disposition protocol negotiated with the Special Applications Center for various public housing dispositions (including those for vacant land at HOPE VI sites and scattered sites property sales).
Program: Public Housing	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation began in 2004 with the establishment of the streamlined demo/dispo protocol agreed to between SHA and HUD's Special Acquisitions Center (SAC). SHA plans to continue to utilize the streamlined disposition process for scattered sites and vacant land at HOPE VI sites in 2011.

MTW Activity #2 - Family Self-Sufficiency Program

MTW Activity #2.A.03 (Formerly #19)	**FSS escrow accounts:** Use local policies for determining escrow calculation, deposits, and withdrawals.
Program: Multiple	This activity was first included in SHA's HUD-approved 2007 MTW Annual Plan. Implementation of aspects related to escrow calculation are Inactive, pending hopeful revisions to the language in the public housing and housing choice voucher FSS NOFAs. The NOFAs currently prescribe the escrow deposit calculation. MTW flexibility cannot be applied to NOFAs. Other elements are anticipated to be implemented in 2011.
MTW Activity #2.A.04 (Formerly #20)	**FSS participation contract:** Locally designed contract terms including length, extensions, interim goals, and graduation requirements.
Program: Multiple	This activity was first included in SHA's HUD-approved 2007 Annual Plan. Implementation of aspects related to contract length are Inactive, pending hopeful revisions to the language in the public housing and housing choice voucher FSS NOFAs. The NOFAs currently prescribe a five year contract period with one two-year renewal. MTW flexibility cannot be applied to NOFAs. Other elements are anticipated to be implemented in 2011.
MTW Activity #2.A.05 (Formerly #23)	**FSS Program Coordinating Committee:** Restructure Program Coordinating Committee (PCC) to better align with program goals and local resources.
Program: Multiple	This activity was first included in SHA's HUD-approved 2007 MTW Annual Plan. Implementation is planned for 2011.
MTW Activity #2.A.06 (Formerly #21)	**FSS program incentives:** Provide incentives to FSS participants who do not receive escrow deposits.
Program: Multiple	This activity was first included in SHA's HUD-approved 2007 MTW Annual Plan. Implementation is planned for 2011.
MTW Activity #2.A.07 (Formerly #22)	**FSS selection preferences:** Up to 100% of FSS enrollments may be selected by local preferences.
Program: Multiple	This activity was first included in SHA's HUD-approved 2007 Annual Plan. Due to reductions in HUD funding for FSS staff, the program will not be enrolling new participants until capacity is created through attrition of current participants or additional funding. Implementation will take place when new enrollments are made.

MTW Activity #3 - Inspection Protocol

MTW Activity #3.H.01 (Formerly #27)	**Inspect SHA-owned properties:** Allows SHA staff, rather than a third party entity, to complete HQS inspection of SHA owned properties.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation began in 2001.
MTW Activity #3.H.03 (Formerly #25h2)	**Cost-benefit approach-reduced frequency of inspections:** Cost-benefit approach to housing inspections allows SHA to establish local inspection protocol. Current protocol, established in 2010, allows for inspections every other year for residents who have not moved.
Program: Vouchers	This activity was first included in SHA's approved 2009 MTW Annual Plan. SHA may begin implementation during 2011.
MTW Activity #3.H.04 (Formerly #HI-2010-05)	**Self-certification for minor fails:** Self-certification by landlords of correction of minor failed inspection items.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2010 MTW Annual Plan. Implementation began in 2010.
MTW Activity #3.P.01 (Formerly #25p)	**Cost-benefit approach-reduced frequency of inspections:** Cost-benefit approach to housing inspections allows SHA to establish local inspection protocol. Current protocol, established in 2003, allows for inspections every other year for residents who have not moved.
Program: Public Housing	This activity was first included in SHA's HUD-approved 1999 MTW Annual Plan. SHA began implementing a local inspection protocol in 2003 in its high-rise properties. The number of eligible units has declined considerably as SHA has had to obtain tax-credit financing in more than 55 percent of its public housing units. In 2011 SHA may increase the frequency of inspections in some units/properties and, if SHA does bring public housing subsidy into the SSHP portfolio, SHA will use this MTW activity to maintain the current inspection frequency in SSHP of once every three years for most residents.

MTW Activity #4 - Investment Policies

MTW Activity #4.A.01 (Formerly #83)	**Investment policies:** SHA may replace HUD investment policies with Washington State investment policies.
Program: Multiple	This activity was first included in SHA's 1999 MTW Annual Plan. Implementation began in 1999 with the adoption of policies allowing for this additional investment option. None of SHA's current investments utilize this MTW flexibility, however, that may change as SHA reevaluates the performance of its investments regularly.

MTW Activity #5 - Local Leases

MTW Activity #5.A.01 (Formerly #68)	**Self-sufficiency requirement:** All households receiving subsidy from SHA (public housing or voucher) in HOPE VI communities must participate in self-sufficiency activities.
Program: Multiple	This activity was first included in SHA's HUD-approved 1999 and 2001 MTW Annual Plans. Implemention began in 1999 and has continued with each new phase brought on line in SHA's HOPE VI mixed-income communities.

MTW Activity #6 - MTW Block Grant & Fungibility

MTW Activity #6.A.01 (Formerly #14, 31, and 96)	**MTW Block Grant:** SHA combines all eligible funding sources into a single MTW Block Grant used to support eligible activities.
Program: Multiple	SHA began utilizing MTW Block Grant fungibility with the commencement of MTW participation in 1999. Metrics are not required by HUD for this activity in and of itself.
MTW Activity #6.A.03 (Formerly #32)	**Operating reserve:** Maintain an operating reserve consistent with sound management practices.
Program: Multiple	SHA began implementing this activity with the commencement of MTW participation in 1999. Metrics are not required by HUD for this activity in and of itself.

MTW Activity #8 - Special Purpose Housing

MTW Activity #8.P.01 (Formerly #12)	**Agency units for housing and related supportive services:** Make residential units available for service-enriched housing by partner agencies.
Program: Public Housing	SHA began making public housing units available to agencies for service-enriched housing prior to MTW participation. This activity has been continued under MTW since 1999. SHA expects to add 21 units to the existing 84 units under this activity in 2011.
MTW Activity #8.P.02 (Formerly #13)	**Agency units for services:** Make residential units available as office space for community activities, management use, and partner agencies providing services in and around the community.
Program: Public Housing	SHA began making public housing units available to agencies for services prior to MTW participation. This activity has been continued under MTW since 1999. While this is an activity available to non-MTW agencies, because SHA does not use the standard HUD process to obtain approval, it is considered an MTW activity.
MTW Activity #8.P.03 (Formerly #82)	**Designate LIPH units for specific purposes/ populations:** SHA may designate properties/units for specific purposes such as elderly or smoke-free.

Program: Public Housing	This activity was first included in SHA's 2000 and 2001 MTW Annual Plans. SHA may have used an alternative MTW process for obtaining HUD approval, but the policies themselves are available to all PHAs so SHA is no longer using MTW in this area. In 2011, if SHA decides to add public housing subsidy to the Seattle Senior Housing Program, this MTW flexiblility will be used to maintain the current designation of the buildings as 90 percent elderly and 10 percent non-elderly disabled, with no one under the age of 18 living in the units.

MTW Activity #9 - Project-based Program

MTW Activity #9.H.01 (Formerly #25h1)	**Cost-benefit inspection approach:** Cost-benefit approach to housing inspections allows SHA to establish local inspection protocol. Protocol established in 2004 allows project-based building management to self-certify that HQS is met at the time of move in for mid-year turnover project-based units.
Program: Vouchers	This activity was first included in SHA's HUD-approved 1999 MTW Annual Plan. Implementation began in 2004.
MTW Activity #9.H.02 (Formerly #40)	**Assets in rent calculation:** Only calculate income on assets declared as valuing $5,000 or more.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. This activity was implemented in 2005 to be consistent with tax credit processes, as many project-based properties also have tax credit financing. In late 2010 this activity will be replaced by MTW Activity #10.H.12, except for tax credit financed properties that elect to have SHA verify asset income between $5,000 and $50,000 due to other funding commitments.
MTW Activity #9.H.03 (Formerly #44)	**Choice offered at beginning (no exit vouchers):** Housing choice is offered at the beginning of the project-based admissions process (by nature of site-specific waiting lists); exit vouchers are not offered.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation began in 2000.
MTW Activity #9.H.04 (Formerly #42)	**Contract term:** Project-based commitments renewable up to 40 years.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation began in 2000.
MTW Activity #9.H.05 (Formerly #43)	**Eligible unit types:** Modify the types of housing accepted under a project-based contract - allows shared housing and transitional housing.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. SHA began implementation in 2002.
MTW Activity #9.H.06 (Formerly #45)	**HAP contracts:** Modify the HAP contract to ensure consistency with MTW changes and add tenancy addendum.

Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation began in 2000. Because this activity is only implemented to support other MTW activities described elsewhere, evaluation of the contract changes in and of themselves is not necessary.
MTW Activity #9.H.07 (Formerly #46)	**Non-competitive allocation of assistance:** Allocate project-based subsidy non-competitively to SHA controlled units.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation of this activity began in 2000.
MTW Activity #9.H.08 (Formerly #50)	**Owners conduct new and turn-over inspections:** Allows project-based owners to conduct their own new construction/rehab inspections; allows the management entity to complete unit turnover inspections (rather than SHA); implements inspection sampling at annual review.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation began in 2005.
MTW Activity #9.H.09 (Formerly #37)	**Percent of vouchers that may be project-based:** Raise the percentage of vouchers that may be project-based above HUD limits.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. SHA established a 25 percent cap in September 2000. Per SHA's HUD-approved 2008 MTW Annual Plan, SHA may raise the cap in future years.
MTW Activity #9.H.10 (Formerly #49)	**Unit cap per development:** Waives the 25% cap on the number of units that can be project-based in a multi-family building without supportive services or elderly/disabled designation.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation began in 2008.
MTW Activity #9.H.12 (Formerly #39)	**Streamlined admissions:** Streamline applications process for project-based HCV units.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. This activity was initially implemented in 2000, continuous refinement of the application process for maximum efficiency is ongoing.
MTW Activity #9.H.14 (Formerly #47)	**Payment standards for SHA units:** Allows higher than Voucher Payment Standard for SHA-operated project-based units if needed to support the project budget (while still taking into account rent reasonableness).
Program: Vouchers	This activity was first included in SHA's HUD-approved 2004 MTW Annual Plan. Implementation began in 2004.
MTW Activity #9.H.16 (Formerly #1)	**Admissions-admit felons under certain conditions:** Allows for the admission into Project-based Voucher and Mod Rehab units of Class B and Class C felons subject to time-limited sex offender registration requirements who do not, in the opinion of the owner of the subsidized units, constitute a threat to others.

Program: Vouchers	This activity was first included in SHA's HUD-approved 2005 MTW Annual Plan. Implementation began in 2005.
MTW Activity #9.H.17 (Formerly #36)	**Program-based vouchers:** Allocate floating voucher subsidy to a defined group of units or properties.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2007 MTW Annual Plan. Implementation began in 2007 in SHA's Seattle Senior Housing Program.
MTW Activity #9.H.18 (Formerly #51)	**Provider-based vouchers:** Provide vouchers to selected agencies to couple with intensive supportive services. The agency master leases units and subleases to tenants.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2007 MTW Annual Plan and revised in the 2008 MTW Annual Plan. Implementation began in 2007 .

MTW Activity #10 - Rent Policy Reform

MTW Activity #10.H.01 (Formerly #52)	**Rent burden-include exempt income:** Exempt income included for purposes of determining affordability of a unit in relation to 40% of household income.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation began in 2005.
MTW Activity #10.H.02 (Formerly #61)	**Rent cap-use gross income:** Rent burden calculated on 30% of Gross Income, up from HUD's standard 30% of Adjusted Income.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation began in 2005.
MTW Activity #10.H.03 (Formerly #54)	**Rent Reasonableness at SHA owned units:** Allows SHA staff to perform Rent Reasonable determination for SHA owned units.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation began in 2000.
MTW Activity #10.H.04 (Formerly #33)	**Payment standard:** SHA may develop local voucher payment standards.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2002 MTW Annual Plan. In 2002 SHA adopted a policy to allow the payment standard to exceed 120% of Fair Market Rent (FMR) if certain market triggers or other guidelines are met. Since that time, HUD changed the geographic area it uses to determine FMRs effecting Seattle. This change made FMRs more reasonable and SHA has maintained payment standards between 90-100% of FMR, making use of this activity unnecessary at this time. However, the MTW activity remains active in the event that market conditions change. In 2011 SHA may revise voucher payment standards such that they will be determined based on local, timely market information rather than HUD's FMRs.

MTW Activity #10.H.05 (Formerly #57)	**Absolute minimum rent:** The minimum rent for all residents will be established annually by SHA. No rent will be reduced below the minimum rent amount by a utility allowance.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2003 MTW Annual Plan. Implementation may begin in 2011, pending the outcomes of SHA's unified rent policy efforts.
MTW Activity #10.H.06 (Formerly #34)	**Payment standard-SROs:** SHA may use the studio payment standard for SRO units.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2003 MTW Annual Plan. Implementation began in 2003.
MTW Activity #10.H.09 (Formerly #53)	**Rent reasonableness streamlining:** Allows SHA to streamline rent reasonable determinations.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2006 and 2009 MTW Annual Plans. Implementation is planned for 2010.
MTW Activity #10.H.10 (Formerly #58h)	**Rent reviews for fixed-income households every three years:** Rent reviews conducted for households exclusively on fixed-incomes (SS/SSI/pensions) only every three years.
Program: Vouchers	This policy element was included in SHA's HUD-approved 2009 MTW Annual Plan. Implementation began in 2010.
MTW Activity #10.H.11 (Formerly #HR-2010-01)	**180-day EOP clock:** The 180-day End of Participation "clock" due to income will start when a family's Housing Assistance Payment (HAP) reaches $50 or less.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2010 MTW Annual Plan. Implementation began in 2010.
MTW Activity #10.H.12 (Formerly #HR-2010-02)	**Asset income threshold:** SHA will increase the threshold for calculating asset income to an amount up to $50,000.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2010 MTW Annual Plan. SImplementation began in 2010.
MTW Activity #10.H.13 (Formerly #HR-2010-03)	**Streamlined medical deduction:** SHA will provide medical deductions based on a standardized schedule.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2010 MTW Annual Plan. Implementation is planned for late 2010/early 2011.
MTW Activity #10.P.01 (Formerly #56)	**Absolute minimum tenant payment:** Tenants pay a minimum rent ($50 or more) even if rent calculation and/or utility allowance would normally result in a lower rental payment or even reimbursement.

Program: Public Housing	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation began in 2001.
MTW Activity #10.P.02 (Formerly #TBD)	**Earned Income Disregard:** HUD's Earned income Disregard is not offered to public housing residents.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation began in 2001.
MTW Activity #10.P.03 (Formerly #58p)	**Every third year rent reviews for fixed-income households:** Rent reviews conducted for households exclusively on fixed-incomes (SS/SSI/pensions) only every three years. Rent increases by Social Security Cost of Living Adjustment in intervening years.
Program: Public Housing	SHA included this policy element in its 2001 MTW Annual Plan. The first year of avoided rent reviews was 2004. Eligible units for this activity have declined due to the use of tax credit financing in more than 55% of SHA's public housing units.
MTW Activity #10.P.06 (Formerly #66)	**Tenant Trust Accounts:** A portion of working public housing residents' income may be deposited in an escrow account for use toward self-sufficiency purposes.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan and revised in the 2005 MTW Annual Plan. SHA established the Tenant Trust Account program in 2000 and began implementation in 2001. In 2005, the program was revamped, as outlined in the 2005 Annual Plan. Implementation of the revised program began in 2006 and continues.
MTW Activity #10.P.07 (Formerly #55)	**Ceiling rent 2 year time limit:** When a tenant's calculated rent reaches the ceiling rent for their unit, the rent will not be increased beyond the rent ceiling for 24 months. After that time, the tenant's rent is calculated as 30% of adjusted gross income.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2005 MTW Annual Plan. SHA has been implementing it ever since (where not prohibited by other funding requirements).
MTW Activity #10.P.08 (Formerly #59)	**Impute income from public benefits:** SHA may impute income in rent calculation for tenants declaring no income who appear eligible for, but who have not pursued, benefits from the State's Employment Security or Department of Social and Health Services (such as Unemployment or TANF).
Program: Public Housing	This activity was first included in SHA's HUD-approved 2005 Annual Plan. Adopted changes were outlined in the 2005 MTW Annual Report and implementation began that year.
MTW Activity #10.P.12 (Formerly #76p)	**Utility allowance-schedule:** SHA may change utility allowances on a schedule different for current residents and new move-ins.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2008 MTW Annual Plan. Implementation occurred in 2008. Further use has not been necessary since and is not anticipated in 2011.

MTW Activity #10.P.15 (Formerly #74)	**Utility allowance-frequency of utility allowance updates:** SHA may revise the schedule for reviewing and updating utility allowances due to fluctuations in utility rates to no more than annually.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2009 MTW Annual Plan. In 2010 SHA began implementing a revised policy for making utility allowance changes in selected mixed-finance communities.

MTW Activity #11 - Resource Conservation

MTW Activity #11.P.01 (Formerly #18)	**Energy protocol:** Employ a cost-benefit approach for resource conservation in lieu of HUD-required energy audits every five years.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation began in 2000.

MTW Activity #12 - Waiting Lists, Preferences, and Admissions

MTW Activity #12.H.01 (Formerly #6h)	**Partners maintain own waiting lists:** Allow partners to maintain waiting lists for partner-owned and/or operated units/vouchers and use own eligibility and suitability criteria.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation of this activity began in 2000 with the inception of the MTW Project-based Program.
MTW Activity #12.H.02 (Formerly #11)	**Voucher distribution through service provider agencies:** Up to 30% of SHA's tenant-based vouchers may be made available to local nonprofits, transitional housing providers, and divisions of local government that provide direct services for use by their clients without regard to their client's position on SHA's waiting list.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 and 2002 MTW Annual Plans. SHA solicited applications and allocated vouchers to agencies in 2002 and 2006. SHA also awarded agency vouchers through a competitive NOFA in support of King County's Ten Year Plan to End Homelessness in 2007 and 2008.
MTW Activity #12.H.03 (Formerly #9)	**Special issuance vouchers:** Establish a "special issuance" category of vouchers to address circumstances where timely issuance of vouchers can prevent homelessness or rent burden.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2003 MTW Annual Plan. Implementation of this activity began in 2003.
MTW Activity #12.H.05 (Formerly #4)	**Limit eligibility for applicants in subsidized housing:** Implement limits or conditions for tenants living in subsidized housing to participate in the HCV program. For example, before issuing a Public Housing resident a Voucher, they must fulfill the initial term of their public housing lease.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2008 MTW Annual Plan. Implementation will begin when SHA begins pulling applicants off of the tenant-based waiting list in 2010 or 2011.

MTW Activity #12.P.02 (Formerly #6p)	**Partners maintain own waiting lists:** Allow partners to maintain waiting lists for partner-owned and/or operated units (traditional LIPH units; service provider units, etc.) and use own eligibility and suitability criteria.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. Implementation of this MTW activity began in 2000.
MTW Activity #12.P.03 (Formerly #3)	**Expedited waiting list:** Allow applicants referred by selected partners (primarily transitional housing providers) to receive expedited processing and receive the "next available unit."
Program: Public Housing	This activity was first included in SHA's HUD-approved 2004 MTW Annual Plan. Implementation began in 2004.
MTW Activity #12.P.04 (Formerly #5)	**No waiting list:** Allows for filling units without a waiting list.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2008 MTW Annual Plan. SHA continues to explore implementation options and may pilot this activity in 2011.

MTW Activity #13 - Homeownership

MTW Activity #13.A.01 (Formerly #17)	**Down payment assistance:** Allocate MTW Block Grant funds to offer a local down payment assistance program.
Program: Multiple	SHA's Down Payment Assistance Program was established in 2004 and included in both the 2004 and 2005 MTW Annual Plans. The first phase of SHA's Down Payment Assistance (DPA) Program began in 2004 and ended 2006 in conjunction with a ROSS grant. The second phase began 2006 and was completed in 2009. The third phase is expected to begin 2012, with the development of homeownership units at Lake City Village, and end in 2014.

MTW Activity #15 - Combined Program Management

MTW Activity #15.A.01 (Formerly #15)	**Combined program management:** Combined program management for project-based vouchers and public housing in communities operating both subsidy types.
Program: Multiple	This activity was first included in SHA's HUD-approved 2008 MTW Annual Plan. Implementation began in 2008.

MTW Activity #16 – Local Asset Management Program

MTW Activity #N/A (Formerly #29)	**Local Asset Management Program:** Use asset management principles to optimize housing and services.

Program: Multiple	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. In its 2010 Annual Plan, SHA submitted a detailed Local Asset Management Program for HUD approval. Metrics are not required by HUD for this activity in and of itself.

MTW Activity #17 - Performance Standards

MTW Activity #N/A (Formerly #30)	**Local performance standards in lieu of HUD measures:** Develop locally relevant performance standards and benchmarks to evaluate the agency performance in lieu of HUD's Public Housing Assessment System (PHAS).
Program: Multiple	This activity was first included in SHA's HUD-approved 1999 MTW Annual Plan. SHA has utilized alternative performance measurements ever since. In 2009 SHA implemented an alternative satisfaction survey to the RASS and began working with other MTW agencies to explore a HUD-approved alternative to PHAS. Evaluation of this activity in and of itself is not required by HUD.

MTW Activities – Inactive

Activities can be "inactive" for a variety of reasons. These reasons include changes in HUD regulations or market conditions that make the activity unnecessary at this time and withholding implementation until such time as the agency has the capacity to effectively implement the activity. If circumstances change or opportunities present themselves, an activity listed in this section may be activated during 2011. Any such changes will be detailed in SHA's 2011 MTW Report.

MTW Activity #1 - Development Simplification

MTW Activity #1.P.01 (Formerly #81)	**Design guidelines:** SHA may establish reasonable, modest design guidelines, unit size guidelines and unit amenity guidelines for development and redevelopment activities.
Program: Public Housing	This activity was first included in SHA's 1999 MTW Agreement. SHA has not yet needed to exercise this MTW flexibility.
MTW Activity #1.P.03 (Formerly #94)	**Total Development Cost limits:** Replace HUD's Total Development Cost limits with reasonable limits that reflect the local market place for quality construction.
Program: Public Housing	This activity was first included in SHA's HUD-approved 1999 MTW Annual Plan. SHA has not yet needed to implement this MTW flexibility.
MTW Activity #1.P.04 (Formerly #73)	**Streamlined mixed-finance closings:** Utilize a streamlined process for mixed-finance closings.

Program: Public Housing	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan. SHA anticipates using HUD's new Streamlined Application Process in Public/Private Partnerships for the Mixed-Finance Development of Public Housing Units. Until such time as HUD publishes final regulations, SHA will continue to use the expedited mixed-finance closing process used in its closings that took place between 2005 and 2007. However, it is not believed that MTW authority is necessary for HUD to continue to offer this streamlined process.

MTW Activity #2 - Family Self-Sufficiency Program

MTW Activity #2.A.01 (Formerly #87)	**FSS: Partner with City:** Partner with the City of Seattle to share responsibilities and resources for a new integrated FSS program.
Program: Multiple	This activity was first included in SHA's HUD-approved 1999 MTW Annual Plan. SHA has not yet chosen to implement this MTW flexibility.
MTW Activity #2.A.02 (Formerly #92)	**SJI preference + time limits:** Preference for Seattle Jobs Initiative participants coupled with time limits.
Program: Multiple	This activity was first included in SHA's 1999 HUD-approved MTW Annual Plan. SHA has not yet implemented this MTW flexibility.

MTW Activity #3 - Inspection Protocol

MTW Activity #3.H.02 (Formerly #26)	**Fines for no-shows at inspections:** Impose fines on the landlord or participant for failing to be present at scheduled inspections.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2005 MTW Annual Plan. SHA has not exercised this MTW flexibility. It appears that bundling of inspections has reduced no-shows at inspections sufficiently that this activity is no longer needed. However, SHA will continue to monitor no-shows and may implement fines at a later date.

MTW Activity #5 - Local Leases

MTW Activity #5.P.01 (Formerly #84)	**Local lease:** SHA may implement its own lease, incorporating industry best practices.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2001 MTW Annual Plan. To date, SHA's local lease changes have not required MTW flexibility, with the exception of that outlined in Activity #5.A.01. SHA may exercise this in the future.
MTW Activity #5.P.02 (Formerly #24)	**Grievance procedures:** Modify grievance policies to require tenants to remedy lease violations and be up to date in their rent payments before granting a grievance hearing for proposed tenancy terminations.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2008 MTW Annual Plan. SHA has not exercised this MTW flexibility.

MTW Activity #5.P.03 (Formerly #28)	**Lease term for public housing units with Tax Credit overlay:** Allow leases of less than one year.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2009 MTW Annual Plan. However, SHA has not yet implemented this activity.

MTW Activity #6 - MTW Block Grant & Fungibility

MTW Activity #6.H.01 (Formerly #78)	**Utilization goals:** Utilization defined by use of budget authority.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2003 MTW Annual Plan. In recent years Congress has clarified that housing authorities can lease more than 100% of allocated vouchers, making use of this activity unnecessary for SHA at this time.

MTW Activity #8 - Special Purpose Housing

MTW Activity #8.A.01 (Formerly #79)	**Conditional housing:** Housing program for those who do not currently quite meet SHA's minimum LIPH qualifications
Program: Multiple	This activity was first called out in SHA's HUD-approved 2000 MTW Annual Plan, although implementation began prior to MTW participations. The intent of this activity is current being met through MTW Activity #8.P.01and SHA's local project-based program.
MTW Activity #8.A.02 (Formerly #7)	**Program-specific waiting lists:** Operate separate waiting lists for specific programs such as service enriched units.
Program: Multiple	This activity was first called out in SHA's HUD-approved 2000 MTW Annual Plan, although implementation began prior to MTW participations. MTW Activity #8.P.01Agency Units for Housing and the several activities related to the Project-based Program cover SHA's current use of this flexibility.
MTW Activity #8.A.03 (Formerly #69)	**Service enriched housing:** With the help of key partners, SHA may develop supportive housing communities.
Program: Multiple	This activity was first included in SHA's HUD-approved 2001 MTW Annual Plan. The intent of this activity is current being met through MTW Activity #8.P.01and SHA's local project-based program.
MTW Activity #8.P.04 (Formerly #16)	**Definition of elderly:** Change definition of elderly for HUD-designated elderly preference public housing from 62 to 55.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2008 MTW Annual Plan. However, SHA has not yet decided to implement this activity.

MTW Activity #8.P.05 (Formerly #35)	**Pet-free environments:** Establish pet-free environments in connection with selected service enriched housing.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2009 MTW Annual Plan. However, SHA has not yet decided to implement this activity.

MTW Activity #9 - Project-based Program

MTW Activity #9.H.11 (Formerly #38)	**Rent cap-30% of income:** Project-based participants can not pay more than 30% of their adjusted income for rent and utilities.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2000 Annual Plan. Implementation began in 2000. MTW flexibility is not currently required to implement this activity. If HUD policies change in the future, SHA may exercise this flexibility.
MTW Activity #9.H.13 (Formerly #41)	**Competitive allocation process:** Commit vouchers to the City's competitive process for housing funding.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2004 MTW Annual Plan. At that time it was believed that MTW was needed for this activity. SHA's first voucher award to a Levy project was in 2005. MTW is no longer needed for this activity. If HUD rules change in the future, SHA will reactivate this activity.
MTW Activity #9.H.15 (Formerly #48)	**Subsidy cap in replacement units:** Cap subsidy at levels affordable to households at 30% AMI in project-based HOPE VI replacement units where SHA also contributed capital to write-down the unit's affordability to that level.
Program: Vouchers	This activity was first called out in SHA's HUD-approved 2004 MTW Annual Plan. SHA no longer believes MTW flexibility was/is required for this activity.
MTW Activity #9.H.19 (Formerly #71)	**Streamlined admissions and recertifications:** SHA may streamline admissions and recertification processes for provider-based and project-based programs.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2009 MTW Annual Plan. This activity is currently under development.

MTW Activity #10 - Rent Policy Reform

MTW Activity #10.H.07 (Formerly #67)	**Tenant-based self-sufficiency incentives:** Rent policies to foster self-sufficiency among employable households, including income disregards proportional to payroll tax; allowances for employment-related expenses; intensive employment services coupled with time limits; locally-defined hardship waivers.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2005 MTW Annual Plan. This activity is under development.
MTW Activity #10.H.08 (Formerly #65)	**Imputed income from TANF:** Impute TANF income if household appears eligible and has not documented ineligibility. TANF not counted toward income if family is sanctioned.

Program: Vouchers	This activity was first included in SHA's HUD-approved 2006 MTW Annual Plan. The implementation of this policy is on hold.
MTW Activity #10.P.04 (Formerly #90)	**Rent freezes:** Voluntary rent policy freezes rent in two year intervals.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan and implemented shortly thereafter. In 2005 SHA revised its rent policy and elected to only keep the top rent ceiling, now reflected in MTW Activity #55.
MTW Activity #10.P.05 (Formerly #93)	**TANF rent calculation:** Calculate TANF participant rent on 25% of gross income.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2000 MTW Annual Plan and implemented shortly thereafter. In 2005 SHA revised its rent policy and elected to stop implementation of this MTW flexibility.
MTW Activity #10.P.09 (Formerly #60)	**Partners develop separate rent policies:** Allow partner providers and HOPE VI communities to develop separate rent policies that are in line with program goals and/or to streamline.
Program: Public Housing	This activity was first called out in SHA's HUD-approved 2005 MTW Annual Plan. Due to the technological investment required to manage an alternative rent policy, partner providers are still utilizing HUD's standard rent policy. SHA's HOPE VI communities operate aspects of SHA's alternate public housing rent policy.
MTW Activity #10.P.10 (Formerly #64)	**Studio vs. 1 bedroom:** Differentiate rents for studios vs. 1 bedroom units.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2005 MTW Annual Plan. SHA has not yet implemented this policy.
MTW Activity #10.P.11 (Formerly #77)	**Utility allowance-self-sufficiency and resource conservation:** Change utility allowance where metering permits to encourage self-sufficiency and resource conservation.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2005 and 2008 MTW Annual Plans. SHA has not yet utilized this MTW flexibility.
MTW Activity #10.P.13 (Formerly #62)	**Streamlined for fixed income:** Further streamline rent policy and certification process for fixed income households.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2009 MTW Annual Plan. SHA continues to explore implementation beyond MTW Activity #10.P.03-Triennial Rent Reviews.
MTW Activity #10.P.14 (Formerly #63)	**Streamlined rent policy for partnership units:** Allow non-profit partners operating public housing units to implement simplified rent policies.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2009 MTW Annual Plan. The intent of this activity is currently being met through MTW Activity #10.P.09.

MTW Activity #10.P.16 (Formerly #75)	**Utility allowance-local benchmark:** SHA may develop new benchmarks for "a reasonable use of utilities by an energy conservative household" - the standard by which utility allowance are calculated.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2009 MTW Annual Plan. SHA has not yet utilized this MTW flexibility.

MTW Activity #12 - Waiting Lists, Preferences, and Admissions

MTW Activity #12.A.01 (Formerly #85)	**Local preferences:** SHA may establish local preferences for federal housing programs.
Program: Multiple	This activity was first included in SHA's 2002 MTW Annual Plan. SHA may have used an alternative MTW process for obtaining HUD approval, but the policies themselves are available to all PHAs. Therefore, MTW flexibility is not currently being used.
MTW Activity #12.H.04 (Formerly #8)	**Admit applicants owing SHA money:** Provide voucher assistance to households owing SHA money from prior tenancy under specific circumstances, for example if they enter into a repayment agreement.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2008 MTW Annual Plan. SHA began implementing this in 2008. However, at this time MTW flexibility is not needed. If HUD policies change to require use of MTW flexibility, this activity will be utilized.
MTW Activity #12.H.06 (Formerly #10)	**Streamlined eligibility verification:** Streamline eligibility verification standards and processes, including allowing income verifications to be valid for up to 180 days.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2009 MTW Annual Plan. This activity is under development. Implementation is not anticipated in 2011.
MTW Activity #12.P.01 (Formerly #91)	**Site-based waiting lists:** Applicants can choose from several site-specific and/or next available waiting lists.
Program: Public Housing	This activity was first included in SHA's 1999 MTW Annual Plan. SHA may have used an alternative MTW process for obtaining HUD approval, but the policy itself is available to all PHAs. Therefore, MTW flexibility is not currently being used.
MTW Activity #12.P.05 (Formerly #2)	**Eligibility criteria:** Unique eligibility criteria for specific units or properties, such as service enriched units.
Program: Public Housing	This activity was first included in SHA's HUD-approved 2008 MTW Annual Plan. SHA's current needs are being met through implementation of MTW Activity #8.P.01.

MTW Activity #13 – Homeownership

MTW Activity #13.H.01 (Formerly #97)	**Monthly mortgage assistance:** SHA may develop a homeownership program that includes a monthly mortgage subsidy.
Program: Vouchers	This activity was first included in SHA's HUD-approved 2008 MTW Annual Plan. SHA plans to explore implementation options in 2011 and may implement in 2012.

MTW Activity #14 - Related Non-Profits

MTW Activity #14.A.01 (Formerly #89)	**Related non-profit contracts:** SHA may enter into contracts with any related nonprofit.
Program: Multiple	This activity was first included in SHA's HUD approved 2004 MTW Plan. MTW flexibility has not yet been needed to accomplish related goals.

MTW Activities – No longer allowable

Since the inception of MTW, HUD has determined that certain activities that were allowable under SHA's 1998 MTW Agreement are no longer allowable. These activities are listed below.

MTW Activity #6 - MTW Block Grant & Fungibility

MTW Activity #6.A.02 (Formerly #86)	**Obligation and expenditure timelines:** SHA may establish timelines for the obligation and expenditure of MTW funds.
Program: Multiple	SHA began implementing this activity with the inception of its MTW program. However, HUD no longer allows implementation of this activity.

MTW Activity #7 - Procurement

MTW Activity #7.A.01 (Formerly #80)	**Construction contract:** Locally-designed form of construction contract that retains HUD requirements while providing more protection for SHA.
Program: Multiple	This activity was first included in SHA's 1999 and 2005 HUD-approved MTW Annual Plans. However, since that time HUD has taken the position that this is not an allowable MTW activity.
MTW Activity #7.A.02 (Formerly #88)	**Procurement policies:** Adopt alternative procurement system that is competitive, and results in SHA paying reasonable prices to qualified contractors.
Program: Multiple	This activity was first included in SHA's 1999 HUD-approved MTW Annual Plans. However, since that time HUD has taken the position that this is not an allowable MTW activity.

MTW Activity #7.A.03 (Formerly #95)	**Wage rate monitoring:** Simplified process for monitoring the payment of prevailing wages by contractors.
Program: Multiple	This activity was first included in SHA's 1999 HUD-approved MTW Annual Plans. However, since that time HUD has taken the position that this is not an allowable MTW activity.