Seattle Housing Authority
Moving to Work
2020 Annual Plan

October 14, 2019 (amended March 26, 2020)

Seattle Housing Authority

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Prepared by

Lily Sweeney & Christa Valles
With special thanks to: Jared Cummer, Andria Lazaga & Beka Smith

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I. Introduction

This section provides an overview of the purpose and layout of this plan and describes Seattle Housing Authority's (SHA's) short-term and long-term goals.

What is "Moving to Work"?

Moving to Work (MTW) is a U.S. Department of Housing and Urban Development (HUD) demonstration program for housing authorities to design and test innovative, locally designed housing and self-sufficiency initiatives. The MTW program allows participating agencies to waive certain federal statutes and HUD regulations in order to increase housing choice for low-income families, encourage households to increase their self-sufficiency, and improve operational cost effectiveness. SHA's participation in the MTW program allows the agency to test new methods to improve housing services and to better meet local needs.

SHA has been an MTW agency for over twenty years. Each year, the agency adopts a plan that describes activities planned for the following fiscal year. At the end of the year, we prepare a report describing our accomplishments.

Stakeholder involvement

As part of developing the MTW Plan and annual budget, SHA provides opportunities for public review and comment. The public comment period began on August 30, 2019 and ended on September 30, 2019. Outreach included postings on SHA's website, articles in the *Daily Journal of Commerce* (the local publication of record) and SHA's resident e-newsletter, *The Voice*, flyers for SHA properties and community builders and meetings with resident leaders in the Low-Income Public Housing (LIPH) Joint Policy Advisory Committee (JPAC) and Seattle Senior Housing Program (SSHP) JPAC. SHA also held a public hearing on September 16, 2019. All comments were taken into consideration before the agency finalized the plan.

Public hearing: A public hearing was held on September 16, 2019 at 3:00 p.m. at SHA's Central Office at 190 Queen Anne Ave. N. The agency presented the draft 2020 MTW Plan and 2020 Annual Budget and provided an opportunity to receive public testimony. Two residents attended and engaged in a question and answer session with staff.

Resident advisory groups: The LIPH and SSHP JPACs, comprised of residents who advise SHA on various issues, met to discuss the proposed MTW Plan activities and the Budget at their fall meetings in September. The SSHP JPAC met on September 18, 2019 and the LIPH JPAC met on September 23, 2019.

Additional public comment: SHA received one additional comment via email.

What is in the MTW Plan?

The 2020 Annual Plan complies with HUD's prescribed format as delineated in the *Form 50900: Elements for the Annual Moving to Work Plan and Annual Moving to Work Report*:

Section I: Introduction provides an overview of the layout of the document and SHA's short-term and long-term MTW goals.

Section II: General Operating Information provides an overview of the agency's housing stock, leasing information and waiting list information.

Section III: Proposed MTW Activities describes the new MTW activities that the agency plans to pursue in Fiscal Year 2020.

Section IV: Approved MTW Activities provides information on previously approved uses of MTW authority.

Section V: Sources and Uses of MTW Funds describes the agency's projected revenues and expenditures for 2019, local asset management program, and use of MTW Block Grant fungibility.

Section VI: Administrative Information provides administrative information required by HUD.

Appendix A: Local Asset Management Plan provides an overview of SHA's project-based management, budgeting, accounting and financial management practices and any deviations from HUD's asset management requirements.

MTW goals and objectives

In general, SHA's goals align with the primary goals of the MTW program: promoting cost effectiveness, housing choice and self-sufficiency. Through the lens of these three goals and using the flexibility authorized under MTW, SHA continuously reviews our practices and policies to best maximize our resources and provide affordable housing to Seattle households.

Short-term MTW goals

In 2020, SHA will continue to innovate and adopt practices and policies that can increase access to affordable housing for more households in Seattle. While the Seattle housing market has grown increasingly expensive over the years, SHA has played a critical role in helping low-income households find stable, safe and affordable housing while remaining in Seattle.

SHA is proposing one update to an existing activity in 2020:

- MTW Activity #10.H.15: Clarify student financial aid is excluded from all income calculations.

In 2020, SHA is not proposing any new MTW activities. We also continue to revisit and improve the effectiveness of existing MTW activities, as described in Section IV.

In March 2020, a national and state emergency was declared due to an outbreak of the Novel Coronavirus (Covid-19) pandemic in the United States. The Covid-19 outbreak and subsequent social distancing and stay at home orders significantly impede SHA's ability to operate. We serve a largely vulnerable population. Two-thirds of our households are elderly and/or disabled and nearly half of all new households last year were homeless prior to admission. Consequently, it is imperative that we maximize our MTW flexibilities to enable the agency to adapt to the rapidly changing environment and to respond to and recover from this crisis. SHA has amended this Plan to make use of several already approved MTW activities under Section IV: MTW Activity #2 Family Self-Sufficiency Program, MTW Activity # 3 Inspection Protocol, MTW Activity # 9 Project-based Program, MTW Activity #10 Local Rent Policy, and MTW Activity #12 Waiting Lists, Preferences, and Admission.

SHA intends to resume normal business practices as soon as feasible, but it is currently unclear how long normal business operations will need to be modified. Thus, given the unknowns in dealing with this crisis - both in terms of what is needed to respond to it as well as how long it will take to recover from the impacts - SHA may need to these updated flexibilities through the end of 2020.

Additionally, due to these circumstances SHA may not meet original projections for certain bodies of work, such as leasing, utilization, and capital projects.

Long-term MTW goals

MTW is a critical tool in SHA's ability to advance our mission and achieve our strategic goals and objectives. Our long-term MTW goals are to retain the flexibility and stability of the MTW program so we can maximize the impact of the limited federal funding we receive for people with low incomes in our community in need of affordable housing.

SHA is concentrating our efforts on resources, strategies and partnerships to:

- Expand housing opportunities - creating more affordable housing and diversifying housing choice.
- Promote quality communities - ensuring that all of our SHA communities offer a high-quality living environment.
- Improve quality of life - investing in services that help people lead healthy, productive lives.

Seattle has been experiencing a sustained, unprecedented period of economic growth. The region's future is bright, but there are unfortunate consequences of this growth. While the need for safe, decent, affordable housing has always been greater than the supply, Seattle's income inequality gap is widening and the ability for people with low incomes to live in our city without additional support grows increasingly difficult. The majority of households we serve are comprised of seniors or people with disabilities who don't have a chance to earn higher incomes to cover increasing rents and other costs of living. Those who are able to work need stable, affordable housing, as well as access to low-cost child care, job training and other services so they can participate in the workforce and benefit from the City's strong economy. Thus, in addition to providing affordable housing, SHA will use our MTW authority to continue to help residents access other services to ensure residents stay housed and Seattle remains a place for people of all income levels to live.

II. General operating information

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

Mission statement

The mission of SHA 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

SHA is a public corporation, providing affordable housing through a variety of programs and properties to nearly 36,000 people, including over 30,000 who are living in neighborhoods throughout the City of Seattle[1]. Participants include approximately 11,700 children, 7,200 seniors, and 5,500 non-elderly disabled adults. Eighty percent of SHA households have annual incomes below 30 percent of the area median income (AMI).

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

SHA's funding comes from multiple sources, including HUD's MTW Block Grant, which the agency can use for a variety of activities in support of the agency's mission; special purpose HUD funds that can only be used for specific purposes; other government grants; and tenant rents and revenue from other activities and sources.

Housing stock information: Units funded with the MTW Block Grant

The majority of SHA's funding from HUD comes in the form of a block grant that combines the Low-Income Public Housing operating fund, Low-Income Public Housing capital fund, and MTW Housing Choice Voucher funding into one funding source (MTW Block Grant). The following sections describe SHA's various housing programs and anticipated unit counts for 2020.

Public housing units

The Low-Income Public Housing program (also referred to as public housing or LIPH) is projected to include approximately 5,800 units at the beginning of 2020, including high-rises (large apartment buildings), Scattered Sites (small apartment buildings or single-family housing in neighborhoods across the city) and communities at High Point, Lake City Court, New Holly, Rainier Vista and Yesler. HUD's MTW Block Grant provides funding to help contribute to costs exceeding rental income. Households typically pay 30 percent of their adjusted monthly income for rent and utilities. Nearly 900 of these units are in the Seattle Senior Housing Program (SSHP). SSHP communities provide affordable housing to senior households and non-elderly disabled participants, operating under an alternative affordable rent structure.

In 2020, approximately 100 of SHA's public housing units will be leased to service providers who use the units to provide transitional housing and other supportive services to residents. Forty units receiving

[1] "Agency Overview" data as of June 30, 2019.

public housing subsidy through SHA are owned and operated by nonprofits as traditional public housing.

Projected changes in public housing stock

SHA does not plan to add new public housing stock in 2020.

In the next year SHA may apply for dispositions (as defined in 24 CFR 970) that aid, assist or further SHA's mission but that do not result in the removal of any public housing units from SHA's public housing inventory, including, without limitation, the granting of easements, leases, licenses and covenants. The agency may seek HUD approval for disposition or demolition of the following during the year, as well as those outlined in prior year plans:

AMP name and number	Number of units to be removed	Explanation for removal
Yesler Terrace (WA001000001)	124	Choice Neighborhoods redevelopment and subsequent disposition of the vacant land
Scattered Sites (WA001000050-57)	711	Asset repositioning which may include potential mixed finance development
Jefferson Terrace (WA00100009)	299	Mixed-finance rehabilitation or redevelopment
Holly Court (WA001000041)	97	Disposition and/or demolition for the purposes of rehabilitation or redevelopment
Jackson Park Village (WA001000037)	41	Disposition and/or demolition for the purposes of rehabilitation or redevelopment
Total public housing units to be removed in the plan year	**Up to 1,272**	

In the next year SHA may also:

- Apply for land disposition for sale to market-rate developers, for sale to Limited Partnerships created to finance replacement housing and to the City of Seattle Parks Department. In addition to the Yesler Terrace land disposition noted above, these sites may be part of previously approved HOPE VI developments known as Holly Park, High Point and Rainier Vista.
- Apply for dispositions (as defined in 24 CFR 970) that aid, assist or further SHA's mission but that do not result in the removal of any public housing units from SHA's public housing inventory, including, without limitation, the granting of easements, leases, licenses and covenants.
- Consider converting selected properties to the Rental Assistance Demonstration (RAD), pending further analysis and discussion.

MTW Housing Choice Vouchers

The Housing Choice Voucher program (also referred to as the voucher program or HCV) is a public/private partnership that provides housing subsidies through vouchers to low-income families for use in the private rental housing market. Vouchers can also be dedicated to specific units or properties, often in partnership with nonprofit housing providers that can offer additional supportive services to residents. At the beginning of 2020, SHA will administer a nearly 9,800 authorized vouchers funded through HUD's MTW Block Grant.

Participants typically pay 30-40 percent of their household's adjusted monthly income for rent and utilities, depending on the unit they choose. SHA provides voucher subsidy through a variety of means including:

- Tenant-based (tenants can take their voucher into the open rental market).
- Project-based (the subsidy stays with the unit).
- Program-based (SHA uses MTW flexibility to provide unit-based subsidies that float within a group of units or properties).
- Provider-based (SHA uses MTW flexibility to provide subsidy to service providers to master lease units, who then sublet to participants in need of highly-supportive housing).

Planned new project-based vouchers

Planned new project-based voucher (PBV) awards:

Property name	Number of vouchers to be project-based	RAD?	Description of project
Hinoki	82	No	Yesler Terrace Choice Neighborhoods redevelopment
Multiple - to be determined via King County Combined Funder Allocation	215	No	Housing for homeless individuals and families awarded along with funding for supportive services from the King County Combined Funders
Total	**297**		

SHA's total planned existing project-based vouchers for 2020 number 3,535. The complete list includes more than 150 properties; details can be found in Appendix B.

Planned other changes to MTW housing stock anticipated in the plan year
None.

Other HUD-funded housing

SHA also administers units and vouchers that are funded by HUD through sources other than the MTW Block Grant.

SHA will be pursuing acquisition opportunities in 2020 with a goal of acquiring approximately 170 new units. However, no specific acquisitions are currently planned.

Special Purpose Vouchers

At the beginning of 2020, SHA projects it will administer an authorized 1,255 non-MTW vouchers provided by HUD for special purposes, including 509 Veterans Affairs Supportive Housing (VASH) vouchers, 275 Family Unification Program (FUP) vouchers and 154 Mainstream vouchers. These vouchers are often awarded competitively and funding is provided outside of the MTW Block Grant. This number fluctuates over time, not only due to new vouchers, but also because the agency is able to move certain types of vouchers into the MTW Block Grant after the first year. In addition to the special purpose vouchers awarded by HUD, SHA will also have 356 Rental Assistance Demonstration (RAD) market-rate conversions.

These projections of authorized vouchers, nor do they include any vouchers with open Notices of Funding Availability (NOFAs) or for which a NOFA will be issued in 2020 but is not yet awarded.

Moderate Rehab

As of 2020, the agency anticipates administering HUD Section 8 Moderate Rehab funding for 461 units operated by partner nonprofits serving extremely low-income individuals. However, this number could reduce throughout 2020 as many housing partners are in the process of converting their units to project-based vouchers through the RAD program.

Section 8 New Construction

In 2019, SHA acquired three new properties totaling 260 new units in three properties in North Seattle through an acquisition strategy launched in 2019 to preserve affordable housing units in Seattle. This brings SHA's total Section 8 New Construction portfolio to 390 units.

Other affordable housing

SHA's other affordable housing properties operate outside of HUD's programs. SHA operates 1,818 units of other affordable housing in properties throughout Seattle, including low- and moderate-income rental housing in the agency's redeveloped communities and a variety of other properties ranging from one to 200 units throughout the agency's portfolio.

These units receive no operating subsidy except for project-based vouchers in selected properties. SHA's other affordable housing portfolio is not equivalent to HUD's local non-traditional category, but there is some overlap between the two categories, including tax credit units in mixed-income communities and, in a small number of cases, MTW Block Grant funds are used for capital improvements in local housing properties serving low-income residents (as discussed further in Section IV, MTW Activity 20.A.01).

Major capital activities

Within the context of unreliable federal funding, aging properties and rising costs, addressing repairs and improvements remains a challenge for public housing authorities nationwide. In 2020, SHA plans to target elevators and roofs at several properties, as well as other capital projects throughout the year such as security systems, bathroom fans, windows, siding and floors. SHA will also begin a three-year program to upgrade the fire alarm panels at our high rise buildings as the existing systems are being phased out by the manufacturer and will no longer be supported in the near future.

General description of all planned capital expenditures during the plan year
In 2020, SHA anticipates addressing elevators and roofs at several properties, as well as additional capital projects throughout the year. The following description focuses on projects planned for 2020, rather than expenditures based on capital fund year. **Elevators:** SHA will complete upgrades to elevators at Capitol Park (WA001000086), Beacon Tower (WA001000086), Ross Manor (WA001000088) and Lake City House (WA001000087), as well as at the Seattle SSHP buildings at Primeau Place (WA001000094), Fort Lawton (WA001000094), Carroll Terrace (WA001000094), Olmsted Manor (WA001000095), Willis House (WA001000095) and Michaelson Manor (WA001000094).

Exteriors: Exterior rehabilitation is expected to be completed at Fort Lawton (WA001000094) and Sunrise Manor (WA001000092). Exterior rehabilitation design is expected at Primeau Place (WA001000094) and South Park Manor (WA011000094), with the construction to be done in 2021. Targeted repairs are also scheduled for all the SSHP buildings that have not had extensive exterior rehabilitation (WA001000093 through WA001000095). Exterior upgrades including windows and siding replacement are scheduled for completion at Cedarvale Village (WA001000038).

Roofs: SHA anticipates roofing projects at over 20 scattered sites locations (WA001000050 through WA001000057). Roof replacement is scheduled for Primeau Place (WA001000094), Wildwood Glen (WA0010009), Reunion House (WA001000095) and Olmsted Manor (WA001000095).

Fire alarm panel upgrades: SHA is scheduled to upgrade fire alarm panels at Westwood Heights (WA001000023), Ross Manor (WA001000088), Lake City House (WA001000087), Cal Mor Circle (WA001000087), International Terrace (WA00100086), Ballard House (WA001000086) and Barton Place (WA001000088)

Security and lighting: SHA will be finalizing the ACAM system installations to the remaining SSHP buildings in 2020. We will also begin the design and upgrade of all existing ACAM systems at all public housing buildings. Lighting upgrades are to be completed at 16 buildings throughout the portfolio. We will plan for the upgrade of lighting to additional buildings with in the portfolio.

Interior upgrades: Interior upgrades will continue for various Scattered Site single family units as well as four agency units (WA001000050 through WA001000057) and a number of Special Portfolio units.

House fans: In 2020, SHA will continue a program to replace bathroom fans with 24/7 fans in the scattered sites portfolio (WA001000050 through WA001000057).

Other capital projects: Various capital projects are planned for Scattered Sites buildings, including window replacement, siding repair and replacement, exterior painting, appliances, flooring, cabinet replacement, door repair and replacement and window furnishings.

SHA also anticipates undergoing a substantive capital campaign to **rehabilitate Jefferson Terrace** (WA001000009): Four million dollars of MTW funds, combined with other funding sources, are proposed to be used for the renovation of Jefferson Terrace. The rehabilitation work will include updating the plumbing, heating and ventilation systems, improvements in common areas and security systems and replacement of roof material.

Leasing information

In 2020, SHA anticipates overall strong rates of leasing despite some challenges for both public housing and the voucher program. The following tables represent projected utilization for vouchers and occupancy for SHA-operated housing.

Planned number of households served through:	Planned number of unit months occupied/leased*	Planned number of households to be served**
MTW Public Housing units leased	65,799	5,483
MTW Housing Choice Vouchers utilized	112,757	9,396
Local, non-traditional: Tenant-based	N/A	N/A
Local, non-traditional: Property-based (MTW Activity #20)	9,659	804
Local, non-traditional: Homeownership	N/A	N/A
Planned total households served	**188,215**	**15,683**

* "Planned number of unit months occupied/leased" is the total number of months the MTW PHA plans to have leased/occupied in each category throughout the full Plan Year.

** "Planned number of households to be served" is calculated by dividing the "Planned number of unit months occupied/leased" by the number of months in the Plan Year.

Local, non-traditional category	MTW Activity name/number	Planned number of unit months occupied/leased	Planned number of households to be served*
Property-based	MTW Activity #20: Use of funds for local, non-traditional affordable housing	9,659	804

* The sum of the figures provided should match the totals provided for each local, non-traditional categories in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable.

Discussion of any anticipated issues/possible solutions related to leasing	
MTW public housing	We do not anticipate leasing difficulties for the vast majority of public housing units. Some units and portfolios are more difficult to lease than others, such as Scattered Site units (including single family homes) in Seattle's northern neighborhoods, studio units (in lieu of one-bedroom units). Despite these, SHA anticipates high occupancy levels throughout 2020.
MTW Housing Choice Voucher	For several years Seattle has had one of the tightest rental markets in the country. SHA has been implementing a variety of strategies to improve leasing success for voucher holders, both new issuances and those Moving with Continued Assistance. In late 2018 and throughout 2019, SHA added another increase in the Voucher Payment Standard (VPS). At the same time, there has been a mild cooling of the market. The combined effect of these efforts has been leasing success rates around 80 percent, compared to a 60 percent success rate in 2018. Additionally, SHA continues implementation of the Creating Moves to Opportunity pilot and a Family Access Supplement which have shown significant success in increasing leasing success among families with children in opportunity areas.
Local, non-traditional	Leasing rates for local non-traditional units are expected to remain strong in 2020.

Waiting list information

SHA'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.

Public housing units

Site-specific waiting lists are offered for all of SHA's affordable housing properties. Most waiting lists are maintained centrally, by program/property, to maximize efficiencies and housing choice, and are updated 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 the agency.

MTW Housing Choice Vouchers

Tenant-based: SHA maintains a single tenant-based waiting list for MTW tenant-based vouchers, which was opened via a lottery and then closed in 2017. An initial random lottery selection created a waiting list of 3,500 applicants, with a second random lottery selection of 600 applicant families with children. As of the beginning of 2020, SHA anticipates that approximately 1,266 households will be on the tenant-based waiting list.

Project-based: As of 2018, waiting lists for project-based voucher units targeting homeless households are generally served by the community's coordinated entry system. For project-based units serving populations other than homeless households, the project-based voucher properties typically operate their own site-specific waiting lists.

Waiting list name	Description	Number of households on waiting list	Waiting list open, partially open or closed	Plans to open the waiting list during the plan year
MTW public housing	Site-based, public housing	6,844	Partially open	Yes
MTW Housing Choice Voucher program (tenant-based)	Community-wide, Housing Choice Vouchers	1,266	Closed	No
MTW Housing Choice Voucher program (project-based)	Site-based, Housing Choice Vouchers	1,502	Partially open	N/A
Project-based local, non-traditional MTW housing assistance program	Site-based, local, non-traditional	N/A[2]	N/A	N/A

[2] SHA combined the project-based and public housing waitlists in 2019 using our SLIHP authority (Activity #15.A.01).

Description of duplication across waiting lists
There is duplication between categories as households may be and often are on waiting lists for public housing, tenant-based HCV, project-based HCV at local, non-traditional units the same time. There is also duplication within the project-based count as the waiting lists are site-based and administered by different community partners.

Planned changes to waiting lists

SHA anticipates that community need for public housing and vouchers will remain high in 2020. Most public housing waiting lists will remain open, with the exception of Yesler Terrace. The waiting list for tenant-based vouchers will likely remain closed throughout the year.

Waiting list name	Description of planned changes
MTW public housing	No changes are planned.
MTW Housing Choice Voucher program (tenant-based)	No changes are planned.
MTW Housing Choice Voucher program (project-based)	SHA plans to open the waiting list for Yesler's SLIPH units.
Project-based local, non-traditional MTW housing assistance program	No changes are planned.

III. Proposed MTW Activities: HUD approval requested

SHA is not proposing any new MTW Activities for 2020.

IV. Approved MTW Activities: HUD approval previously granted

This section provides HUD-required information detailing previously HUD-approved uses of MTW authority.

Background

SHA has made an effort to include all previously approved MTW Activities. Any exclusion is unintentional and should be considered continuously approved. If additional previously approved Activities or strategies are discovered, we will add them to subsequent plans or reports.

MTW Activities

MTW Activities are overarching areas of reform that SHA is pursuing, such as rent reform and the local project-based voucher program, often with multiple different strategies to reach our goals. The agency obtained approval from HUD for many of these activities through previous Annual Plans and other means prior to execution of 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 Activity. For the purpose of evaluating the impact and success of these activities, the agency has made an effort to break down the specific elements of the initiative into different strategies.

SHA has 22 previously approved MTW Activities, which are:

1. Development Simplification
2. Family Self-Sufficiency Program
3. Inspection Protocol
4. Investment Policies
5. Local Leases
6. MTW Block Grant and Fungibility *(no longer reported as an MTW activity)*
7. Procurement *(no longer reported as an MTW activity)*
8. Special Purpose Housing
9. Project-Based Program
10. Rent Policy Reform
11. Resource Conservation
12. Waiting Lists, Preferences, and Admission
13. Homeownership and Graduation from Subsidy
14. Related Nonprofits *(closed out as an MTW activity)*
15. Combined Program Management
16. Local Asset Management Program *(no longer reported as an MTW activity)*
17. Performance Standards *(no longer reported as an MTW activity)*
18. Short-Term Assistance
19. Mobility and Portability
20. Local Non-Traditional Affordable Housing
21. Self-Sufficiency Assessment and Planning
22. Housing Assistance for School Stability

In the following pages, we provide a description of ongoing MTW activities that have been previously approved, with an update on any changes anticipated for 2020.

In accordance with the guidance issued by HUD in the current Form 50900, activities are organized in separate sections based on whether they are active, not yet implemented, on hold or closed out.

The agency is not using outside evaluators for any of the following ongoing activities.

Implemented MTW Activities

MTW Activity #1: Development Simplification

Status

Active - First included in the 1999 MTW Agreement and 1999 MTW Annual Plan and first implemented in 2004.

Description

Development simplification helps SHA 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 delays related to HUD requirements and approval processes, which ultimately increases the number of affordable units that SHA is able to develop and preserve in the community. While of greatest impact when the housing market is highly competitive, these strategies present opportunities at all times for SHA to increase housing options as circumstances arise.

2020 Updates

No updates anticipated in 2020.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Public Housing strategies					
1.P.01	Design guidelines: SHA may establish reasonable, modest design guidelines, unit size guidelines and unit amenity guidelines for development and redevelopment activities.	1999 MTW Agreement	Has not been implemented	Inactive	None
1.P.02	Streamlined public housing acquisitions: Acquire properties for public housing without prior HUD approval, provided that HUD site selection criteria are met.	1999 MTW Agreement	2004	Active	None

1.P.03	Total Development Cost limits: Replace HUD's Total Development Cost limits with reasonable limits that reflect the local market place for quality construction.	1999 MTW Plan	Has not been implemented	Under develop ment	None
1.P.04	Streamlined mixed-finance closings: Utilize a streamlined process for mixed-finance closings	2000 MTW Plan	2005	Inactive	None
1.P.05	Streamlined public housing demo/dispo process: Utilize a streamlined demolition/disposition protocol negotiated with the Special Applications Center for various public housing dispositions	2000 MTW Plan	2004	Inactive	None
1.P.06	Local blended subsidy: SHA may blend public housing and Housing Choice Voucher funds to subsidize units that serve households earning below 80 percent of Area Median Income.	2018 MTW Plan	Has not been implemented	Under develop ment	None

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

MTW Activity #2: Family Self-Sufficiency Program

Status

Active - First included in the 1999 MTW Annual Plan and first implemented in 2018.

Description

SHA’s Family Self-Sufficiency (FSS) 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 expand its impact by providing incentives for participation and using local policies for contract terms and escrow calculation methods.

2020 Updates

To respond to and recover from the Covid-19 crisis described in Section I, for the remainder of 2020, SHA is updating our implementation for *Strategies 2.A.03 FSS escrow accounts, 2.A.04, FSS Participation contract and 2.A.06 FSS Program Incentives* to allow residents to approve contracts or other required documentation over the phone, by email, or other means in lieu of a signature.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Agency-wide strategies					
2.A.01	FSS: Partner with City: Partner with the City of Seattle to share responsibilities and resources for a new integrated FSS program.	1999 MTW Plan	Has not been implemented	Inactive	None
2.A.02	SJI preference + time limits: Preference for Seattle Jobs Initiative participants coupled with time limits.	1999 MTW Plan	Has not been implemented	Inactive	None
2.A.03	FSS escrow accounts: Use local policies for determining escrow calculation, deposits, and withdrawals.	2007 MTW Plan	2018	Active	None
2.A.04	FSS participation contract: Locally designed contract terms including length, extensions, interim goals, and graduation requirements.	2007 MTW Plan	2018	Active	None
2.A.05	FSS Program Coordinating Committee: Restructure Program Coordinating Committee (PCC) to better align with program goals and local resources.	2007 MTW Plan	Has not been implemented	MTW authority not needed	None
2.A.06	FSS program incentives: Provide incentives to participants including those who do not receive escrow deposits, including program offerings for non-heads of household and other members not enrolled in HUD's FSS program.	2007 MTW Plan	2018	Active	None
2.A.07	FSS selection preferences: Up to 100 percent of FSS enrollments may be selected by local preferences.	2007 MTW Plan	2018	Active	None

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

MTW Activity #3: Inspection Protocol

Status

Active - First included in the 1999 MTW Annual Plan and implemented in 2001.

Description

SHA uses a cost-benefit approach to unit and property inspections. Current strategies within this approach include using SHA's own staff to complete inspections of its properties with vouchers and inspecting residences less frequently.

2020 Updates

To respond to and recover from the Covid-19 crisis described in Section I, for the remainder of 2020, SHA's implementation of strategy *3.A.01 Private sector cost benefit and risk management approaches to inspections* may also include accepting Owner or Property Manager Self-certification in place of new lease inspections using risk management criteria for new move-ins to facilitate housing access. And, implementation of *3.A.03 Reduced frequency of inspections* may also include deferring inspections scheduled during this time until the agency has recovered from the crisis or the next regular inspection is due.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Agency-wide strategies					
3.A.01	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	1999 MTW Plan	Has not been implemented	Under develop ment	None

3.A.03 (formerly 3.H.03, 3.P.01)	Reduced frequency of inspections: Cost-benefit approach to housing inspections allows Seattle Housing to establish local inspection protocol, including less frequent inspections and interchangeable use of HQS/UPCS/UPCS-V	1999 MTW Plan	2003	Active	None
Voucher strategies					
3.H.01	Inspect SHA-owned properties: Allows SHA staff, rather than a third party entity, to complete inspections of SHA owned properties.	2000 MTW Plan	2001	Active	None
3.H.02	Fines for no-shows at inspections: Impose fines on the landlord or participant for failing to be present at scheduled inspections.	2005 MTW Plan	Has not been implemented	Inactive	None
3.H.04	Self-certification for minor fails: Self-certification by landlords of correction of minor failed inspection items.	2010 MTW Plan	2010	MTW authority no longer required	None

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

MTW Activity #5: Local Leases

Status

Active - First included in the 1999 MTW Annual Plan and implemented in 1999.

Description

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

2020 Updates

No updates anticipated in 2020.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Agency-wide strategies					
5.A.01	Self-sufficiency requirement: All households receiving subsidy from SHA (public housing or voucher) in HOPE VI communities must participate in self-sufficiency activities.	1999 MTW Plan	1999	Active	None
Public Housing strategies					
5.P.01	Local lease: SHA may implement its own lease, incorporating industry best practices.	2001 MTW Plan	2011	Inactive	None
5.P.02	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.	2008 MTW Plan	Has not been implemented	Inactive	None
5.P.03	Lease term for public housing units: SHA may offer lease renewals for six months or month-to-month time periods.	2009 MTW Plan	2009	Inactive	None
5.P.04	Property-specific pet policies: SHA may establish pet policies, which may include the continuation or establishment of pet-free communities or limits on the types of pets allowed, on a building by building basis.	2011 MTW Plan	2011	Active	None
5.P.05	Leasing incentives: SHA may offer lease incentives to promote the leasing of a public housing unit	2017 MTW Plan	2018	Active	None

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

MTW Activity #8: Special Purpose Housing Use

Status

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

Description

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

2020 Updates

No updates anticipated in 2020.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Agency-wide strategies					
8.A.01	Conditional housing: Housing program for those who do not currently quite meet SHA's minimum qualifications	2000 MTW Plan	Has not been implemented	Inactive	None
8.A.02	Program-specific waiting lists: Operate separate waiting lists (or no waiting list) for specific programs such as service enriched units.	2000 MTW Plan	Prior to MTW participation	Active	None
8.A.03	Service enriched housing: With the help of key partners, SHA may develop supportive housing communities.	2001 MTW Plan	Has not been implemented	Inactive	None

Public Housing strategies					
8.P.01	Agency units for housing and related supportive services: Make residential units available for service-enriched housing by partner agencies.	1999 MTW Agreement	Prior to MTW participation	Active	None
8.P.02	Agency units for services: Make residential units available as space for community activities, management use, and partner agencies providing services in and around the community.	1999 MTW Agreement	Prior to MTW participation	Active	None
8.P.03	Designate LIPH units for specific purposes/ populations: SHA may designate properties/units for specific purposes such as elderly.	2000 MTW Plan	2011	Active	None
8.P.04	Definition of elderly: Allows change in definition of elderly for HUD-designated elderly preference public housing from 62 to 55.	2008 MTW Plan	Has not been implemented	Inactive	None
8.P.05	Pet-free environments: Establish pet-free environments in connection with selected service enriched housing.	2009 MTW Plan	Has not been implemented	Inactive	None

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

MTW Activity #9: Project-Based Program

Status

Active - First included in the 1999 MTW Annual Plan and first implemented in 2000.

Description

SHA uses MTW to develop and implement a local project-based program, providing vouchers to subsidize units in SHA-owned and non-profit-owned properties throughout Seattle. SHA'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 Seattle. 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 vouchers), 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 SHA's costs through strategies allowing project-based staff to self-certify selected inspections and maintain their own waiting lists, reducing the frequency of inspections by SHA staff, streamlining admissions, and non-competitively allocating subsidies to SHA units. Project-based program strategies also make contract terms consistent with requirements for other leveraged funding sources.

2020 Updates

To respond to and recover from the Covid-19 crisis described in Section I, for the remainder of 2020 SHA's implementation of strategy 9*.H.01 Cost-benefit inspection* may also include accepting Owner or Property Manager Self-certification in place of new lease inspections using risk management criteria for new move-ins to facilitate housing access and deferring inspections scheduled during this time until the agency has recovered from the crisis or the next regular inspection is due.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Voucher strategies					
9.H.01	Cost-benefit inspection approach: Allows SHA to establish local inspection protocol, including self-certification that inspection standards are met at time of move in for mid-year turnovers	1999 MTW Plan	2004	Active	None
9.H.02	Assets in rent calculation: Only calculate income on assets declared as valuing $5,000 or more.	2000 MTW Plan	2005	Inactive (superseded by $50,000 under 10.H.12)	None
9.H.03	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.	2000 MTW Plan	2000	Active	None
9.H.04	Contract term: Project-based commitments renewable up to 40 years.	2000 MTW Plan	2000	Active	None

9.H.05	Eligible unit types: Modify the types of housing accepted under a project-based contract - allows shared housing and transitional housing.	2000 MTW Plan	2002	Active	None
9.H.06	HAP contracts: Modify the HAP contract to ensure consistency with MTW changes and add tenancy addendum.	2000 MTW Plan	2000	Active	None
9.H.07	Non-competitive allocation of assistance: Allocate project-based subsidy non-competitively to SHA controlled units, including non-contiguous project-based units within a portfolio.	2000 MTW Plan	2000	Active	None
9.H.08	Owners may conduct new and turnover inspections: SHA may allow project-based owners to conduct their own new construction/rehab inspections and to complete unit turnover inspections	2000 MTW Plan	2005	Active	None
9.H.09	Percent of vouchers that may be project-based: Raise the percentage of vouchers that may be project-based above HUD limits, including exclusion of replacement vouchers and calculation based on authorized number of vouchers.	2000 MTW Plan	2000	Active	None
9.H.10	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.	2000 MTW Plan	2008	Active	None
9.H.11	Rent cap-30 percent of income: Project-based participants cannot pay more than 30 percent of their adjusted income for rent and utilities.	2000 MTW Plan	2000	Inactive	None
9.H.12	Streamlined admissions: SHA may streamline and centralize applications and waiting list processes for project-based HCV units.	2000 MTW Plan	2000	Active	None
9.H.13	Competitive allocation process: Commit vouchers to the City's competitive process for housing funding.	2004 MTW Plan	2005	Active	None

9.H.14	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).	2004 MTW Plan	2004	Active	None
9.H.15	Subsidy cap in replacement units: Cap subsidy at levels affordable to households at 30 percent AMI in project-based HOPE VI replacement units where SHA also contributed capital to write-down the unit's affordability to that level.	2004 MTW Plan	2004	Active	None
9.H.16	Admissions-admit felons under certain conditions: Allows for the admission into Project-based Voucher 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.	2005 MTW Plan	2005	Active	None
9.H.17	Program-based vouchers: Allocate floating voucher subsidy to a defined group of units or properties.	2003 MTW Plan	2004	Active	None
9.H.18	Provider-based vouchers: Provide vouchers to selected agencies to couple with intensive supportive services. The agency master leases units and subleases to tenants.	2007 MTW Plan	2007	Active	None
9.H.19	Streamlined admissions and recertifications: SHA may streamline admissions and recertification processes for provider-based and project-based programs.	2009 MTW Plan	Not yet implemented	Inactive	None
9.H.20	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.	2000 MTW Plan	2000	Active	None
9.H.21 (formerly 9.H.20)	COPES housing assistance payment calculations: Count as zero income for residents who are living in project-based units at assisted living properties where Medicaid payments are made on their	2012 MTW Plan	Prior to MTW participation	Active	None

	behalf through the COPES system				

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

MTW Activity #10: Local Rent Policy

Status

Active - First included in the 2000 MTW Annual Plan and first implemented in 2000.

Description

SHA's rent policy program tackles a number of objectives, including increased flexibility in the rent calculation process and determining the eligibility of units and payment standards. Rent policies also promote cost effectiveness and self-sufficiency through a minimum rent and asset income threshold and through streamlined rent review processes.

2020 Updates

In 2019, SHA received approval to exclude student aid as income, consistent with public housing policies (Strategy #10.H.15). In this plan, SHA is clarifying this strategy is not limited to rent-determination.

To respond to and recover from the Covid-19 crisis described in Section I, for the remainder of 2020, SHA is updating or amending our implementation of the following strategies:

Strategy 10.A.01: SHA's implementation of this strategy may include further streamlining income verification requirements by treating all sources of income verification equally and allowing residents to self-certify income over the phone, by email, or other means in lieu of a signature.

Strategies 10.H.10 & 10.P.03: SHA may defer regular rent reviews for all household types during this time until the agency has recovered from the crisis or the next regular rent review is due. Residents will retain the opportunity to have an interim review.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Agency-wide strategies					
10.A.01	Streamlined Income Verification: SHA may adopt tax credit rules or the rules of other major funders regarding the length of time income verification documents are considered valid for income review processes.	2014 MTW Plan	2014	Active	None
Voucher strategies					
10.H.01	Rent burden-include exempt income: Exempt income included for purposes of determining affordability of a unit in relation to 40 percent of household income.	2000 MTW Plan	2005	Active	None
10.H.02	Rent cap-use gross income: Rent burden calculated on 40 percent of Gross Income, up from HUD's standard 30 percent of Adjusted Income.	2000 MTW Plan	2005	Active	None
10.H.03	Rent Reasonableness at SHA owned units: Allows SHA staff to perform Rent Reasonable determination for SHA owned units.	2000 MTW Plan	2000	Active	None
10.H.04	Payment standard: SHA may develop local voucher payment standards, including supplements for opportunity areas and different standards for market-rate and affordable housing and shared housing.	2003 MTW Plan	2002	Active	None
10.H.05	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.	2003 MTW Plan	Has not been implemented	Inactive	None
10.H.06	Payment standard-SROs: SHA may use the studio payment standard for SRO units.	2003 MTW Plan	2003	Active	None
10.H.07	Tenant-based self-sufficiency incentives: Rent policies to	2005 MTW Plan	Has not been implemented	Inactive	None

	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.				
10.H.08	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.	2006 MTW Plan	Has not been implemented	Inactive	None
10.H.09	Rent reasonableness streamlining: Allows SHA to streamline rent reasonable determinations, including automatic annual updates and shared housing.	2006 MTW Plan	2017	Active	None
10.H.10	Rent reviews for entirely elderly/disabled adult households every three years: Income reviews conducted for households with 100 percent elderly and/or disabled adults only every three years (within a period of 40 months).	2009 MTW Plan	2010	Active	None
10.H.11	Recategorized as #13.H.02. See Activity 13.				
10.H.12	Asset income threshold: SHA will establish a threshold for calculating asset income to an amount up to $50,000 and may allow self-certification of assets below the threshold.	2010 MTW Plan	2010	Active	None
10.H.13	Streamlined medical deduction: SHA will allow self-certification of medical expenses.	2010 MTW Plan	2011	Active	None
10.H.14	Simplified utility allowance schedule: HCV participants' rent will be adjusted for a Utility Estimate based on the number of bedrooms (defined as the lower of voucher size or actual unit size) and tenant responsibility for payment of energy, heat, and sewer/water under their lease, with a proration for energy-efficient units.	2011 MTW Plan	2011	Active	None
10.H.15	Disregard of student financial aid as income: SHA may	2019 MTW Plan,	2019	Active	None

	disregard student financial aid as income.	updated 2020 MTW Plan			
Public Housing strategies					
10.P.01	Absolute minimum rent: Tenants pay a minimum rent ($50 or more) even if utility allowance would normally result in a lower rental payment or reimbursement.	2000 MTW Plan	2001	Active	None
10.P.02	Earned Income Disregard: HUD's Earned income Disregard is not offered to public housing residents.	2000 MTW Plan	2001	Active	None
10.P.03	Every third year rent reviews for entirely elderly/disabled adult households: Rent reviews conducted for households with 100 percent elderly and/or disabled triennially (within a period of 40 months, and with Cost of Living Adjustment in intervening years).	2001 MTW Plan	2004	Active	None
10.P.04	Rent freezes: Voluntary rent policy freezes rent in two year intervals.	2000 MTW Plan	2000	Inactive	None
10.P.05	TANF rent calculation: Calculate TANF participant rent on 25 percent of gross income.	2000 MTW Plan	2000	Inactive	None
10.P.06	Tenant Trust Accounts: A portion of working public housing residents' income may be deposited in an escrow account for use toward self-sufficiency purposes.	2000 MTW Plan	2001	Inactive	None
10.P.07	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.	2000 MTW Plan	2001	Inactive	None
10.P.08	Impute income from public benefits: SHA may impute income in rent calculation for tenants declaring no income who appear eligible for but decline to collect cash benefits	2000 Annual Plan	2001	Active	None
10.P.09	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.	2005 MTW Plan	Has not been implemented	Inactive	None

10.P.10	Studio vs. 1 bedroom: Differentiate rents for studios vs. 1 bedroom units.	2005 MTW Plan	Has not been implemented	Inactive	None
10.P.11	Utility allowance-self-sufficiency and resource conservation: Change utility allowance where metering permits to encourage self-sufficiency and resource conservation.	2005 MTW Plan	Has not been implemented	Inactive	None
10.P.12	Utility allowance-schedule: SHA may change utility allowances on a schedule different for current residents and new move-ins.	2008 MTW Plan	2008	Active	None
10.P.13	Streamlined for fixed income: Further streamline rent policy and certification process for fixed income households, including self-certification of medical expenses.	2009 MTW Plan	2014	Active	None
10.P.14	Streamlined rent policy for partnership units: Allow non-profit partners operating public housing units to implement simplified rent policies.	2009 MTW Plan	Has not been implemented	Inactive	None
10.P.15	Utility allowance-frequency of utility allowance updates: SHA may revise the schedule for reviewing and updating utility allowances due to fluctuations in utility rates.	2009 MTW Plan	2010	Active	None
10.P.16	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.	2009 MTW Plan	Has not been implemented	Inactive	None
10.P.17	SSHP rent policy: Rents in SSHP units will be one of five flat rents based on the tenant's percentage of Area Median Income, with annual adjustments and income reviews only every three years.	2011 MTW Plan	2011	Active	None
10.P.18	No HUD-defined flat rents: SHA does not offer tenants the choice of “flat rents” as required of non-MTW agencies (includes alternate calculation for mixed citizenship households).	2000 MTW Plan	2001	Active	None

10.P.19 (formerly 10.P.17)	Asset income threshold: SHA will increase the threshold for including asset income in rent contribution calculations to an amount up to $50,000 and may allow self-certification of assets below the threshold.	2012 MTW Plan	2012	Active	None
10.P.20	Simplified Utility Assistance Payment for HOPE VI communities: HOPE VI participants receive a maximum level of consumption rather than reduction, and incentive for conservation. Annual adjustments are made at the next regularly scheduled annual review or update.	2013 MTW Plan	2013	Active	None
10.P.21	Market rate rent: SHA may charge market rate rent as a penalty for noncompliance with the annual review process.	2005 MTW Plan	2005	Active	None
10.P.22	Delay in rent increase for newly employed households: SHA may allow a longer notification period before rent increase if the increase is due to the resident becoming employed after at least six months of unemployment and is self-reported by the resident in a timely manner.	2014 MTW Report	2005	Active	None
10.P.23	Self-employment expenses: Households may declare employment expenses up to a set threshold of gross income without further validation of deductions.	2015 MTW Plan	2015	Active	None

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

MTW Activity #11: Resource Conservation

Status

Active - First included in the 2000 MTW Annual Plan and first implemented in 2000.

Description

SHA'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.

2020 Updates

No updates anticipated in 2020.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Public Housing strategies					
11.P.01	Energy protocol: Employ a cost-benefit approach for resource conservation in lieu of HUD-required energy audits every five years.	2000 MTW Plan	2000	Active	None

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

MTW Activity #12: Waiting Lists, Preferences and Admission

Status

Active - First included in the 2000 MTW Annual Plan and first implemented in 2000.

Description

SHA's waiting list, preferences, and admission strategies have two primary objectives: to increase efficiencies and to facilitate partnerships with agencies that provide supportive services. SHA's MTW flexibilities in this area allow the agency to provide a greater percentage of vouchers to service providers and make 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.

2020 Updates

To respond to and recover from the Covid-19 crisis described in Section I, for the remainder of 2020, SHA's implementation of Strategy 12.H.06 Streamlined Eligibility Verification will apply to all MTW covered housing and may include further streamlining, such as treating all sources of income verification equally and allowing residents to self-certify income over the phone, by email, or other means in lieu of a signature.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Agency-wide strategies					
12.A.01	Local preferences: SHA may establish local preferences for federal housing programs.	2002 MTW Plan	2002	MTW authority not currently needed	None
Voucher strategies					
12.H.01	Recategorized as 9.H.20. See Activity #9.				
12.H.02	Voucher distribution through service provider agencies: Up to 30 percent 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.	2000 MTW Plan	2002	Active	None
12.H.03	Special issuance vouchers: Establish a "special issuance"	2003 MTW Plan	2003	Active	None

	category of vouchers to address circumstances where timely issuance of vouchers can prevent homelessness or rent burden.				
12.H.04	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.	2008 MTW Plan	2008	MTW authority no longer required	None
12.H.05	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.	2008 MTW Plan	2011	Active	None
12.H.06	Streamlined eligibility verification: Streamline eligibility verification standards and processes, including allowing income verifications to be valid for up to 180 days.	2009 MTW Plan	2013	Active	None
Public Housing strategies					
12.P.01	Site-based waiting lists: Applicants can choose from several site-specific and/or next available waiting lists.	1999 MTW Plan	1999	MTW authority not currently needed	None
12.P.02	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 (including no waiting list).	2000 MTW Plan	2000	Active	None
12.P.03	Expedited waiting list: Allow applicants referred by selected partners (primarily transitional housing providers) to receive expedited processing and receive the "next available unit."	2004 MTW Plan	2004	MTW no longer required	None
12.P.04	No waiting list: Allows for filling units without a waiting list.	2008 MTW Plan	Has not been implemented	Inactive	None
12.P.05	Eligibility criteria: Unique eligibility criteria for specific	2008 MTW Plan	Has not been implemented	Inactive	None

	units or properties, such as service enriched units.		(except for the agency units governed by 8.P.01)		
12.P.06	Seattle Senior Housing Program (SSHP) Waiting List Policy: SHA will not distinguish between senior and non-senior disabled households in filling vacancies in the SSHP portfolio based on bedroom size. The SSHP program will maintain a 90 percent senior, 10 percent non-senior disabled ratio at the AMP level.	2013 MTW Plan	2013	Active	None

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

MTW Activity #13: Homeownership and Graduation from Subsidy

Status

Active - First included in the 2004 MTW Annual Plan and first implemented in 2004.

Description

SHA provides support for the multiple ways that households can successfully move away from housing subsidy – not only through homeownership, but also through unsubsidized rentals in the private market. These strategies include End of Participation clocks for households whose income has increased to the point where they no longer require substantial subsidy.

2020 Updates

No updates anticipated in 2020.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications,

					or additions to authorizations
Agency-wide strategies					
13.A.01	Down payment assistance: Allocate MTW Block Grant funds to offer a local down payment assistance program.	2004 MTW Plan	2004	Inactive	None
13.A.02	Savings match incentive: Program that matches savings and provides financial information for participating public housing and HCV households leaving subsidized housing for homeownership or unsubsidized rental units.	2012 MTW Plan	2013	Inactive	None
Voucher strategies					
13.H.01	Monthly mortgage assistance: SHA may develop a homeownership program that includes a monthly mortgage subsidy.	2008 MTW Plan	Has not been implemented	Inactive	None
13.H.02	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.	2010 MTW Plan	2010	Active	None
Public Housing strategies					
13.P.01	End of Participation for higher income households in mixed-income communities: In mixed-income communities, SHA will remove subsidy when household income exceeds the established limit for six months.	2012 MTW Plan	2016	Active	None
13.P.02	Incentives for Positive Tenant Departures and Housing Stability: SHA may provide a financial incentive to Public Housing households who vacate their unit in a manner consistent with SHA guidelines.	2019 MTW Plan	2019	Active	None

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

MTW Activity #15: Combined Program Management

Status

Active - First included in the 2008 MTW Annual Plan and first implemented in 2008.

Description

In some of its communities, SHA 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 (referred to as Streamlined Low Income Housing Program, or SLIHP) within SHA's subsidized housing portfolio 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.

SHA's current implementation of this activity allows for all SHA owned and operated units subsidized by project-based housing choice vouchers to be operated like public housing subsidized units. This streamlined approach includes transfer policies as well as acceptance of slight differences (generally less than $1) in rent calculation caused by different data systems of record for vouchers and public housing.

2020 Updates

No updates anticipated in 2020.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Agency-wide strategies					
15.A.01	Combined program management: Combined program management for subsidized units owned and operated by SHA.	2008 MTW Plan, updated 2018 MTW Plan	2008	Active	None

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

MTW Activity #18: Short-Term Assistance

Status

Active – First included in the 2013 MTW Plan and first implemented in 2013.

Description

SHA is working on multiple fronts with community partners to develop innovative new assistance programs that are designed to be short-term in length. These new programs help households both access and retain housing through one-time or temporary assistance such as rent, deposits, arrears, utility assistance, moving and relocation costs, and temporary housing as needed. Short-term assistance is paired with targeted services when needed, including connections to case management, employment, childcare services, and domestic violence counseling.

SHA's MTW activities for short-term assistance also include disregarding one-time or short-term emergency assistance from other sources to prevent households from losing their housing in determining eligibility and rent contribution.

2020 Updates

No updates anticipated in 2020.

Previously Approved Strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Agency-wide strategies					
18.A.01	Interagency Domestic Violence Transfer Program: SHA may join an inter-jurisdictional transfer program to assist residents and program participants who become victims of domestic violence.	2014 MTW Plan	Has not been implemented	Inactive	None
18.A.02	Emergency Assistance for Housing Stability: SHA may disregard one-time or short-term emergency assistance from other sources to prevent households from losing their housing in determining eligibility and rent contribution.	2014 MTW Plan	2014	Active	None
Voucher strategies					
18.H.01	Short-Term Rental Assistance: SHA may provide funding for short-term shallow rental	2013 MTW Plan	2013	Inactive	None

	assistance through cooperative community initiatives to help families, students, adults, and youth obtain and retain housing.				

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

MTW Activity #19: Mobility and Portability

Status

Active – First included in the 2013 MTW Plan and first implemented in 2015.

Description

SHA has adopted strategies related to the mobility and portability of vouchers, including a program to help voucher holders access improved housing opportunities when security deposits and other moving costs pose a barrier. SHA also maintains MTW authority for a strategy aimed as cost effectiveness that would allow SHA to deny requests for portability moves to another jurisdiction when the receiving housing authority intends to administer rather than absorb the voucher and the combination of higher payment standards and/or more generous subsidy standards would result in a higher payment standard for the household than the payment standard applicable within SHA's jurisdiction.

2020 Updates

No updates anticipated in 2020.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Agency-wide strategies					
19.H.01	Limiting portability in high cost areas: SHA may deny requests for portability moves to another	2013 MTW Plan	Has not been implemented	Inactive	None

	jurisdiction when the receiving housing authority intends to administer rather than absorb the voucher and the resulting payment standard would be higher than SHA's payment standard.				
19.H.02	Housing choice moving cost assistance and support: SHA may develop a program for voucher households to provide assistance with housing search, access supplements, deposits and similar costs, outreach and incentives for landlord participation such as risk reduction funds, and access supplements.	2014 MTW Plan	2015	Active	None
19.H.03	One year residency requirement before port out: SHA may require that Housing Choice Voucher households live in Seattle for one year before moving with their voucher to a different community.	2015 MTW Plan	2015	Active	None
19.H.04	Streamlined Local Timelines and Processes for Improved Leasing Success: SHA may modify leasing timelines and processes to support leasing success and improve efficiency.	2019 MTW Plan	2019	Active	None

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

MTW Activity #20: Use of Funds for Local Non-Traditional Affordable Housing

Status

Active - First included in the 2013 MTW Annual Plan and first implemented with HUD's definition of local non-traditional activities in 2011.

Description

SHA may use MTW Block Grant funds to support affordable housing outside of the traditional public housing and voucher programs. This activity includes both short and long term funding for development, capital improvement, and maintenance of affordable housing units. It may also provide financial maintenance, such as the contribution of funds to meet an established Debt Coverage Ratio, required for continued operation of the affordable units. SHA follows applicable requirements regarding local non-traditional use of MTW funds.

2020 Updates

No updates anticipated in 2020.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Agency-wide strategies					
20.A.01	Use of Funds for Local Non-Traditional Affordable Housing: SHA may use Block Grant funds to develop, capitally improve, and maintain and operate affordable housing outside of the traditional public housing and voucher programs.	2013 MTW Plan	2011	Active	None

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

MTW Activity #22: Housing Assistance for School Stability

Status

Active - First included in the 2016 MTW Annual Plan and first implemented in 2016.

Description

Stable, quality schools are a core component of neighborhoods of opportunity. SHA is partnering with local service providers and the school district to implement Home from School, a collaborative initiative to support homeless and unstably housed families with children in order to positively impact family and school stability. Student turnover, especially mid school year, creates challenges for schools and for students, both in serving new students and those who remain throughout the year. Residential stability can lead to an uninterrupted school year for students and can prevent fewer school changes that often leave children behind academically.

SHA provides housing assistance to participating families, using multiple means as available, including prioritizing preference for participating families for admission into units within the selected neighborhood, as well as tenant-based vouchers for participating families, with use limited to the school neighborhood. Partnering service providers provide outreach, enrollment, and pre and post-move support, including services such as housing search, assistance with barriers to leasing such as lack of security deposit and utility arrears, and connecting families to neighborhood resources and services. Participation in the program is voluntary and priority is given to literally homeless families. To continue to receive SHA housing assistance, participating families must remain in the school neighborhood until their children graduate from elementary school.

2020 Updates

No updates anticipated in 2020.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Agency-wide strategies					
22.A.01	Housing Assistance for School Stability: SHA may provide housing assistance for homeless or unstably housed low-income families with children at selected neighborhood schools.	2016 MTW Plan	2016	Active	None

Planned non-significant changes

SHA does not plan to make non-significant changes or modifications to this MTW activity.

Planned changes in metrics

No changes are anticipated.

Planned significant changes

SHA does not plan to make significant changes to this MTW activity.

Not-yet-implemented Activities

MTW Activity #21: Self -sufficiency Assessment and Planning

Status

Not yet implemented - First included in the 2015 MTW Annual Plan.

Description

This activity is intended to increase self-sufficiency by connecting participants to assessments, individualized plans, and community resources designed to help them increase their education, training, and credentials and obtain higher wage jobs.

SHA launched the Workforce Opportunity System pilot in 2015 and in the original program design included an option to make participation mandatory. However, over the three year course of operating the program, SHA did not find that mandatory participation was necessary, instead utilizing other strategies to support enrollment and participation. In 2017, SHA ended the pilot and incorporated key strategies from the pilot that had been successful into the new JobLink program, which launched in 2018. JobLink provides streamlined access to services previously delivered through the Family Self-Sufficiency and Economic Opportunities programs.

2020 Updates

Mandatory participation in self-sufficiency assessments and other services has not been needed to date. However, each year SHA monitors enrollment and participation and may make changes such as requiring mandatory participation based on those results.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Agency-wide strategies					
21.A.01	Self-sufficiency Assessment and Plan: SHA may make self -sufficiency assessments and planning mandatory for work-able adults	2015 MTW Plan	Has not been implemented	Not yet impleme nted	None

Non-significant changes

SHA has not made non-significant changes or modifications to this MTW activity since it was approved by HUD.

On-hold Activities

MTW Activity #4: Investment Policies

Status

On Hold - First included in the 1999 MTW Annual Plan. First implemented in 1999. Placed on hold in 2013.

Description

SHA'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.

In 2013, the Activity was placed on hold due to lack of need to explore alternative investment opportunities. Each year, SHA assesses potential investments and makes a decision about whether this MTW flexibility will be needed and if so, whether the Activity should be reactivated.

2020 Updates

SHA annually assesses potential investments to determine which investment policies are most beneficial. Any changes to the policies or proposed reactivation of Activity 4 will be reported in the 2020 MTW Report.

Previously approved strategies

Strategy	Description	First identified	First implemented	Current status	Anticipated changes, modifications, or additions to authorizations
Agency-wide strategies					
4.A.01	Investment policies: SHA may replace HUD investment policies with Washington State investment policies.	1999 MTW Plan	1999	On Hold	None

Non-significant changes

SHA has not made non-significant changes or modifications to this MTW activity since it was approved by HUD.

Closed out activities

MTW Activity #6: MTW Block Grant and Fungibility

First implemented with MTW participation in 1999. Closed out in 2011.

While SHA maintains MTW Block Grant and fungibility authority, we no longer report on this as an MTW activity at HUD's request.

Previously approved strategies for this activity were:

- MTW Block Grant: SHA combines all eligible funding sources into a single MTW Block Grant used to support eligible activities.
- Operating reserve: Maintain an operating reserve consistent with sound management practices.
- Utilization goals: HCV utilization defined by use of budget authority.
- Obligation and expenditure timelines: SHA may establish timelines for the obligation and expenditure of MTW funds.

While the Block Grant, fungibility, operating reserve, and utilization goals continue to be active and critical elements of SHA's participation as an MTW agency, this activity may be considered closed out as of 2011, which was the last year that SHA reported on it as a separate activity. HUD no longer allows SHA to establish timelines for the obligation and expenditure of MTW funds.

MTW Activity #7: Procurement

First implemented with MTW participation in 1999. Closed out in 2011.

While SHA's MTW procurement activity was approved by HUD in the 1999 Annual Plan, HUD has since that time taken the position that it is not an allowable MTW activity.

Previously approved strategies for this activity were:

- Construction contract: Locally-designed form of construction contract that retains HUD requirements while providing more protection for SHA.
- Procurement policies: Adopt alternative procurement system that is competitive, and results in SHA paying reasonable prices to qualified contractors.
- Wage rate monitoring: Simplified process for monitoring the payment of prevailing wages by contractors.

This activity may be considered closed out as of 2011, which was the last year that SHA reported on it as a separate activity.

MTW Activity #14: Related Nonprofits

First approved in the 2004 MTW Annual Plan. Closed out in 2013.

SHA never implemented this activity, which would have allowed the agency to enter into contracts with related nonprofits. SHA determined that existing partnership structures were adequate without needing additional MTW authority.

Previously approved strategies for this activity were:

- Related non-profit contracts: SHA may enter into contracts with any related nonprofit.

This activity may be considered closed out as of 2013. SHA closed out this activity without implementing it because it found that MTW flexibility was not needed for the activities intended.

MTW Activity #16: Local Asset Management Program

First included in the 2000 MTW Annual Plan. Closed out in 2013.

While SHA maintains Local Asset Management Program (LAMP) authority, we no longer report on this as an MTW activity at HUD's request.

Previously approved strategies for this activity were:

- Local Asset Management Program: Use asset management principles to optimize housing and services.

Although SHA continues to operate under the LAMP and this remains an essential element of the agency's participation in the MTW program, this activity may be considered closed out at HUD's request as of 2013

MTW Activity #17: Performance Standards

First included in the 1999 MTW Annual Plan. Closed out in 2014.

SHA has used alternative performance measurements since becoming a MTW agency in 1999. Because MTW 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 MTW agencies. SHA continues to collaborate with other housing authorities and with HUD to develop HUD-approved measures for MTW agencies that can serve as alternatives to systems such as HUD's Public Housing Assessment System (PHAS).

Previously approved strategies for this activity were:

- 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).

Although SHA continues to maintain and refine alternate performance standards, this activity may be considered closed out at HUD's request as of 2014.

V. MTW sources and uses of funds

This section presents the agency's projected revenues and expenditures for MTW funds for 2020, Local Asset Management Program and use of MTW Block Grant single fund flexibility.

Sources and uses of MTW funds

The table below summarizes estimated sources and amount of MTW funding for 2020 by Financial Data Schedule (FDS) line item.

Estimated sources of MTW funds

FDS line item number	FDS line item name	Dollar amount
70500 (70300+70400)	Total tenant revenue	$17,726,000
70600	HUD PHA operating grants	$181,893,000
70610	Capital grants	$14,639,000
70700 (70710+70720+70730+70740+70750)	Total fee revenue	$0
71100+72000	Interest income	$355,000
71600	Gain or loss on sale of capital assets	N/A
71200+71300+71310+71400+71500	Other income	$1,758,000
70000	**Total revenue**	**$216,371,000**

Estimated uses of MTW funds

FDS line item number	FDS line item name	Dollar amount
91000 (91100+91200+91400+91500+91600 +91700+91800+91900)	Total operating – program administrative	$23,639,000
91300+91310+92000	Management fee expense	$8,127,000
91810	Allocated overhead	N/A
92500 (92100+92200+92300+92400)	Total tenant services	$155,000
93000 (93100+93600+93200+93300+93400 +93800)	Total utilities	$6,842,000
93500+93700	Labor	N/A
94000 (94100+94200+94300+94500)	Total ordinary maintenance	$15,331,000
95000 (95100+95200+95300+95500)	Total protective services	$608,000
96100 (96110+96120+96130+96140)	Total insurance premiums	$1,904,000
96000 (96200+96210+96300+96400+96500 +96600+96800)	Total other general expenses	$1,466,000
96700 (96710+96720+96730)	Total interest expense & amortization cost	N/A
97100+97200	Total extraordinary maintenance	$0
97300+97350	HAP + HAP portability-in	$113,265,000
97400	Depreciation expense	N/A
97500+97600+97700+97800	All other expense	$15,100,000
90000	**Total expenses**	**$186,437,000**

Variance between estimated total revenue and estimated total expenses

Estimated total MTW revenue exceed estimated MTW expenses for several reasons. The summary of expenditures table does not include capital expenses, which account for approximately $14.7 million. Seattle Housing Authority's planned capital expense budget is not part of the estimated uses table but capital sources are included on the sources table. In addition, the uses table does not include $14.3 million that Seattle Housing Authority plans to spend on programs and services for voucher and public housing participates, such as career coaching, youth engagement and education, parks operations in low income communities and planning for and redevelopment of low-income housing. See the description of single fund flexibility that follows in this section for a discussion of expenses not included within the uses table. The uses table also does not capture over $0.9 million for required replacement reserve contributions.

Planned use of MTW single fund flexibility

Seattle Housing Authority established an MTW Block Grant Fund under the original MTW Agreement and continues to use single-fund flexibility under the Amended and Restated MTW Agreement (as extended in 2016.) MTW Block Grant single-fund flexibility is important in supporting the agency's array of low-income housing programs and services, its local partnerships and to meet locally-defined needs. Seattle Housing Authority exercises its MTW authority to move funds and project cash flow among and between projects and programs, as the agency deems necessary, to further its mission and strategic plan, cost objectives, statutory compliance and local housing needs.

The agency analyzes its housing, rental assistance, tenant and community services, sustainability services and administrative and capital needs annually through the budget process to determine the level of service and resource needs to meet the agency's strategic objectives. Seattle Housing Authority's single-fund flexibility allows allocation of MTW Block Grant revenues among Seattle Housing Authority's programs. This enables the agency to balance mixes of housing types, tenant services, administrative support and capital investments in preservation and development of low income housing. It also enables the agency to tailor resource allocation to best achieve our cost, program, and strategic objectives and therefore maximize our services to low-income residents and applicants to meet their varied needs.

The bulk of Seattle Housing Authority's use of its MTW single fund authority is focused on activities in MTW communities, support of low-income housing development and preservation and services for low-income public housing and Housing Choice Voucher participants. Examples are:

- Community supportive services, including:
    - Deepening commitment to youth education by expanding external partnerships and focusing on youth engagement by developing emotional supports and pro-social behaviors.
    - Continue youth tutoring, job training and betterment activities for high school youth.
    - Continue aging in place services and leverage health related programs that provide participants with critical health and stability services.
    - Continue to support SHA residents and participants on their journey toward self-sufficiency and evaluate ways to improve housing stability.
- Parks and open spaces for our low-income communities with play opportunities for children, active and team sports activities for youth and passive and active exercise options for all.
- Planning, pre-development and construction management services for public housing redevelopment and opportunities to increase affordable housing for people with incomes under 80 percent of the area median income.

The MTW Block Grant will enable Seattle Housing Authority to:

- Address some of the most urgent capital needs, such as elevator replacements, fire and safety upgrades and replacements and exterior rehabilitation in both MTW communities and other affordable housing programs with subsidized units.
- Provide transitional funding for services at Yesler until an endowment is established to fund health, education, employment and other supportive services.
- Continue investment in a multi-year right sizing program to house more families seeking limited two- and three-bedroom units.
- Develop and test strategies to increase choice and access to opportunity areas for voucher holders.
- Fund planning, feasibility studies and concept work before a project is selected for predevelopment.
- Close funding gap for major rehabilitation work planned for Jefferson Terrace, SHA's largest public housing high-rise with 299 units.

Local asset management plan	
Is the MTW PHA allocating costs within statute?	Yes
Is the MTW PHA implementing a local asset management plan (LAMP)?	Yes
Has the MTW PHA provided a LAMP in the appendix?	Yes
Description of proposed changes to the LAMP in the plan year:	
Pursuant to the requirements of OMB Super Circular Part 200, the Indirect Service Fee (IDSF) is determined in a reasonable and consistent manner based on projected total units and leased vouchers. The IDSF is a per-housing-unit or per-leased-voucher fee per month charged to each program. For the 2020 budget, the per-unit-month (PUM) cost will be $59.44 for housing units and $25.98 for leased vouchers. A minor modification to the IT fee allocation method to include a weighting factor for the type of equipment used by staff, i.e. a laptop is more expensive to maintain than using a thin client. No other changes are proposed for 2020.	

Rental Assistance Demonstration (RAD) Participation

Rental Assistance Demonstration (RAD) participation	
Description of participation:	
N/A	
Has the MTW PHA submitted a RAD Significant Amendment in the appendix?	No
Is this the first RAD Significant Amendment?	N/A
Description of proposed changes from the 2019 RAD Significant Amendment:	
N/A	

VI. Administrative information

This section provides documentation of Board of Commissioners actions regarding this plan and describes agency-directed evaluations of MTW, if any.

Seattle Housing Authority Board of Commissioners resolution and certifications of compliance

On October 14, 2019, the Board of Commissioners voted to adopt the Annual MTW Plan. The signed Resolution and Certifications of Compliance will be transmitted to HUD along with the Annual MTW Plan.

Documentation of public process

The public comment period for the MTW Annual Plan began on August 30, 2019 and concluded on September 30, 2019. A public hearing was held on September 16, 2019 at 3:00 p.m. at SHA's Central Office, located at 190 Queen Anne Ave. N. in Seattle. The agency presented the draft Plan and took questions and comments from the public. Language interpretation and disability accommodations were offered but not requested. Staff also met with two resident advisory groups, the Low-Income Public Housing Joint Policy Advisory Committee and the Seattle Senior Housing Program Joint Political Advisory Committee, in September to discuss the Plan activities and the proposed update.

Planned and ongoing evaluations

The agency is not currently engaged in third-party agency-wide evaluations of its MTW program. No external evaluation is planned for 2020.

Lobbying disclosures

The signed Certification of Payments (HUD-50071) will be transmitted to HUD along with the Annual MTW Plan.

Appendix A: Local Asset Management Plan

I. Introduction

The First Amendment to the Amended and Restated Moving to Work (MTW) Agreement ("First Amendment") allows the Seattle Housing Authority (SHA) to develop a Local Asset Management Plan (LAMP) for its public housing program. SHA is to describe our LAMP in the Annual MTW Plan, to include a description of how it is implementing project-based management, budgeting, accounting and financial management and any deviations from HUD's asset management requirements. Under the First Amendment, SHA agreed our cost accounting and financial reporting methods would comply with the federal Office of Management and Budget (OMB) Super Circular at Title 2 CFR Part 200 (formerly A-87 requirements) and agreed to describe our cost accounting plan as part of the LAMP, including how the indirect service fee is determined and applied. The materials herein fulfill SHA's commitments.

II. Framework for SHA's Local Asset Management Program

Mission and values

SHA was established by the City of Seattle under State of Washington enabling legislation in 1939. SHA provides affordable housing to about 30,000 low-income people in Seattle, through units SHA owns and operates or for which SHA serves as the general partner of a limited partnership and as managing agent and through rental assistance in the form of tenant-based, project-based and provider-based vouchers. SHA is also an active developer of low-income housing, redeveloping communities we own and operate and rehabilitating and preserving existing assets.

SHA operates according to the following mission and values:

> <u>Our mission</u>
>
> Our mission is to enhance the Seattle community by creating and sustaining decent, safe and affordable living environments that foster stability and increase self-sufficiency for people with low incomes.
>
> <u>Our values</u>
>
> As stewards of the public trust, we pursue our mission and responsibilities in a spirit of service, teamwork, and respect. We embrace the values of excellence, collaboration, innovation and appreciation.

SHA owns and operates housing in neighborhoods throughout Seattle. These include the four large family communities of NewHolly and Rainier Vista in Southeast Seattle, High Point in West Seattle and Yesler in Central Seattle. In the past nineteen years, SHA has undertaken redevelopment or rehabilitation of all four family communities, a new family community in Lake City and 23 of our public housing high-rise buildings, using mixed financing with low-income housing tax credit limited partnerships and/or American Recovery and Restoration Act (ARRA) funds. As of year-end 2019, SHA will be the general partner in seventeen limited partnerships, with sixteen in operation and one in construction.

SHA has approximately 600 employees and a total projected operating and capital budget of $323 million for Annual Plan year 2020.

Overarching policy and cost objectives

SHA's mission and values are embraced by our employees and ingrained in our policies and operations. They are the prism through which we view our decisions and actions and the cornerstone to which we return in evaluating our results. In formulating SHA's LAMP, our mission and values have served as the foundation of our policy/cost objectives and the key guiding principles.

Consistent with requirements and definitions of 2 CFR 200, SHA's LAMP is led by three overarching policy/cost objectives:

1. Cost-effective affordable housing: To enhance the Seattle community by creating, operating and sustaining decent, safe and affordable housing and living environments for low-income people, using cost-effective and efficient methods.
2. Housing opportunities and choice: To expand housing opportunities and choice for low-income individuals and families through creative and innovative community partnerships and through full and efficient use of rental assistance programs.
3. Resident financial security and/or self-sufficiency: To promote financial security or economic self-sufficiency for low-income residents, as individual low-income tenants are able, through a network of training, employment services, and support.

Local Asset Management Program: Eight guiding principles

Over time and with extensive experience, these cost objectives have led SHA to define an approach to our LAMP that is based on the following principles:

1. **In order to most effectively serve low-income individuals seeking housing, SHA will operate its housing and housing assistance programs as a cohesive whole, as seamlessly as feasible.**

   We recognize that different funding sources carry different requirements for eligibility and different rules for operations, financing, and sustaining low-income housing units. It is SHA's job to make funding and administrative differences as invisible to tenants/participants as we can, so low-income people are best able to navigate the housing choices and rental assistance programs SHA offers. We also consider it SHA's job to design our housing operations to bridge differences among programs/fund sources and to promote consolidated requirements, wherever possible. It is also incumbent on us to use our MTW authority to minimize administrative inefficiencies from differing rules and to seek common rules, where possible, to enhance cost effectiveness, as well as reduce the administrative burden on tenants.

   This principle has led to several administrative successes, including use of a single set of admissions and lease/tenant requirements for Low-Income Public Housing and project-based Housing Choice Voucher tenants in the same property. Similarly, we have joint funder

agreements for program and financial reporting and inspections on low-income housing projects with multiple local and state funders.

An important corollary is SHA's involvement in a community-wide network of public, non-profit and for-profit housing providers, service and educational providers and coalitions designed to rationalize and maximize housing dollars, whatever the source, and supportive services and educational/training resources to create a comprehensive integrated housing and services program city- and county-wide. As such, not only is SHA's LAMP designed to create a cohesive whole of SHA housing programs, it is also intended to be flexible enough to be an active contributing partner in a city-wide effort to provide affordable housing and services for pathways out of homelessness and out of poverty.

2. **In order to support and promote property performance and financial accountability at the lowest appropriate level, SHA will operate a robust project and portfolio-based budgeting, management and reporting system of accountability.**

   SHA has operated a property/project-based management, budgeting, accounting and reporting system for the past twenty-two years. Our project-based management systems include:

   - Annual budgets developed by on-site property managers and reviewed and consolidated into portfolio requests by area or housing program managers.
   - Adopted budgets at the property and/or community level that include allocation of subsidies, where applicable, to balance the projected annual budget – this balanced property budget becomes the basis for assessing actual performance.
   - Monthly property-based financial reports comparing year-to-date actual to budgeted performance for the current and prior years.
   - Quarterly portfolio reviews are conducted with the responsible property manager(s) and the area, housing program managers and SHA's Asset Management Team.

   SHA applies the same project/community-based budgeting system and accountability to its non-federal programs.

3. **To ensure best practices across SHA's housing portfolios, SHA's Asset Management Team provides the forum for review of housing operations policies, practices, financial performance, capital requirements, and management of both SHA and other housing authorities and providers.**

   A key element of SHA's LAMP is the Asset Management Team (AMT), comprised of senior leadership staff from Housing Operations, Asset Management, Development, Executive, Legal, Finance, Budgets, Communications, Policy and the Housing Choice Voucher department. The interdisciplinary AMT meets bi-weekly throughout the year and addresses:

   - All critical policy and program issues facing individual properties or applying to a single or multiple portfolios, from rent policy to smoke-free buildings to rules for in-home businesses.
   - Portfolio reviews and follow-up, where the team convenes to review with property management staff how well properties are operating in relation to common performance measures (e.g. vacancy rates; turnover time); how the property is doing

in relation to budget and key reasons for deviations; and property manager projections and/or concerns about the future.

- Annual assessment of capital repair and improvement needs of each property with property managers and area portfolio administrators in relation to five-year projections of capital preservation needs. This annual process addresses the capital needs and priorities of individual properties and priorities across portfolios.
- Review and preparation of the annual MTW Plan and Report, where key issues for the future are identified and discussed, priorities for initiatives to be undertaken are defined, and where evaluation of MTW initiatives are reviewed and next steps determined.

The richness and legitimacy of the AM Team processes result directly from the diverse Team composition, the open and transparent consideration of issues, the commitment of top management to participate actively on the AM Team, and the record of follow-up and action on issues considered by the AM Team.

4. **To ensure that SHA and residents reap the maximum benefits of cost-effective economies of scale, certain direct functions will be provided centrally.**

   Over time, SHA has developed a balance of on-site capacity to perform property manager, resident manager and basic maintenance/handyperson services, with asset preservation services performed by a central capacity of trades and specialty staff. SHA's LAMP reflects this cost-effective balance of on-site and central maintenance services for repairs, unit turnover, landscaping, pest control, and asset preservation as direct costs to properties. Even though certain maintenance functions are performed by central trade crews, the control remains at the property level, as it is the property manager and/or area or program manager who calls the shots as to the level of service required from the "vendor" – the property services group – on a unit turnover, site landscaping, and maintenance and repair work orders. Work is not performed at the property by the central crews without the prior authorization of the portfolio manager or his/her designee. And all services are provided on a fee for service basis.

   Similarly, SHA has adopted procurement policies that balance the need for expedient and on-site response through delegated authorization of certain dollar levels of direct authority for purchases, with Authority-wide economies of scale and conformance to competitive procurement procedures for purchases/work orders in excess of the single bidder levels. Central procurement services are part of SHA's indirect services fee.

5. **SHA will optimize direct service dollars for resident/tenant supportive services by waiving indirect costs that would otherwise be borne by community service programs and distributing the associated indirect costs to the remaining direct cost centers.**

   A large share of tenant/resident services are funded from grants and foundations and these funds augment local funds to provide supportive services and self-sufficiency services to residents. In order to optimize available services, the indirect costs will be supported by housing and housing choice objectives.

There are a myriad of reasons that led SHA to this approach:

- Most services are supported from public and private grants and many of these don't allow indirect cost charges as part of the eligible expenses under the grant;
- SHA uses local funds from operating surpluses to augment community services funding from grants; these surpluses have derived from operations where indirect services have already been charged;
- SHA's community services are very diverse, from recreational activities for youth to employment programs to translation services. This diversity makes a common basis for allocating indirect services problematic; and,
- Most importantly, there is a uniform commitment on the part of housing and housing choice managers to see dollars for services to their tenants/participants maximized. There is unanimous agreement that these program dollars not only support the individuals served, but serve to reduce property management costs they would experience from idle youth and tenants struggling on their own to get a job.

6. **SHA will achieve administrative efficiencies, maintain a central job cost accounting system for capital assets, and properly align responsibilities and liability by allocating capital assets/improvements to the property level only upon completion of capital projects.**

   Development and capital projects are managed through central agency units and can take between two and five or more years from budgeting to physical completion. Transfer of fixed assets only when they are fully complete and operational best aligns responsibility for development and close-out vs. housing operations.

   The practice of transferring capital assets when they are complete and operational, also best preserves clear lines of accountability and responsibility between development and operations; preserves the relationship and accountability of the contractor to the project manager; aligns with demarcations between builders risk and property insurance applicability; protects warranty provisions and requirements through commissioning; and, maintains continuity in the owner's representative to ensure all construction contract requirements are met through occupancy permits, punch list completion, building systems commissioning, and project acceptance.

7. **SHA will promote service accountability and incorporate conservation incentives by charging fees for service for selected central services.**

   This approach, rather than an indirect cost approach, is preferred where services can be differentiated on a clear, uniform, and measurable basis. This is true for information technology services and for Fleet Management services. The costs of information technology services, hardware and software, are distributed based on department headcount and weighted by employee job function, i.e. field employees were weighted much less than office staff.

   The Fleet service fee encompasses vehicle insurance, maintenance, and replacement. Fuel consumption is a direct cost to send a direct conservation signal. The maintenance component of the fleet charge is based on a defined maintenance schedule for each vehicle given its age and usage. The replacement component is based on expected life of each

vehicle in the fleet, a defined replacement schedule, and replacement with the most appropriate vehicle technology and conservation features.

8. **SHA will use its MTW block grant authority and flexibility to optimize housing opportunities provided by SHA to low-income people in Seattle.**

   SHA flexibility to use MTW Block Grant resources to support its low-income housing programs is central to our Local Asset Management Program (LAMP). SHA will exercise our contractual authority to move our MTW funds and project cash flow among projects and programs, as the Authority deems necessary to further our mission and cost objectives. MTW flexibility to allocate MTW Block Grant revenues among the Authority's housing and administrative programs enables SHA to balance the mix of housing types and services to different low-income housing programs and different groups of low-income residents. It enables SHA to tailor resource allocation to best achieve our cost objectives and therefore maximize our services to low-income residents and applicants having a wide diversity of circumstances, needs, and personal capabilities. As long as the ultimate purpose of a grant or program is low-income housing, it is eligible for MTW funds.

III. LAMP implementation

Comprehensive operations

Consistent with the guiding principles above, a fundamental driver of SHA's LAMP is its application comprehensively to the totality of SHA's MTW program. SHA's use of MTW resource and regulatory flexibility and SHA's LAMP encompass our entire operations; accordingly:

- We apply our indirect service fees to all our housing and rental assistance programs;
- We expect all our properties, regardless of fund source, to be accountable for property-based management, budgeting, and financial reporting;
- We exercise MTW authority to assist in creating management and operational efficiencies across programs and to promote applicant and resident-friendly administrative requirements for securing and maintaining their residency; and,
- We use our MTW block grant flexibility across all of SHA's housing programs and activities to create the whole that best addresses our needs at the time.

SHA's application of its LAMP and indirect service fees to its entire operations is more comprehensive than HUD's asset management system. HUD addresses fee for service principally at the low-income public housing property level and does not address SHA's comprehensive operations, which include other housing programs, business activities, and component units.

Project-based portfolio management

We have reflected in our guiding principles above the centrality of project/property-based and program-based budgeting, management, reporting and accountability in our asset management program and our implementing practices. We also assign priority to our multi-disciplinary central Asset Management Team in its role to constantly bring best practices, evaluations, and follow-up to inform SHA's property management practices and policies. Please refer to the section above to review specific elements of our project-based accountability system.

A fundamental principle we have applied in designing our LAMP is to align responsibility and authority and to do so at the lowest appropriate level. Thus, where it makes the most sense from the standpoints of program effectiveness and cost efficiency, the SHA LAMP assigns budget and management accountability at the property level. We are then committed to providing property managers with the tools and information necessary for them to effectively operate their properties and manage their budgets.

We apply the same principle of aligning responsibility and accountability for those services that are managed centrally, and, where those services are direct property services, such as landscaping, decorating, or specialty trades work, we assign the ultimate authority for determining the scope of work to be performed to the affected property manager.

In LIPH properties, we budget subsidy dollars with the intent that properties will break even with actual revenues and expenses. Over the course of the year, we gauge performance at the property level in relation to that aim. When a property falls behind, we use our quarterly portfolio reviews to discern why and agree on corrective actions and then track their effectiveness in subsequent quarters. We reserve our MTW authority to move subsidy and cash flow among our LIPH properties based on our considered assessment of reasons for surplus or deficit operations. We also use our quarterly reviews to identify properties whose performance warrants placement on a “watch” list.

Cost allocation approach

Classification of costs

Under 2 CFR 200, there is no one universal rule for classifying certain costs as either direct or indirect under every accounting system. A cost may be direct with respect to some specific service or function, but indirect with respect to the Federal award or other final cost objective. Therefore, it is essential that each item of cost be treated consistently in like circumstances, as either a direct or an indirect cost. Consistent with 2 CFR 200 cost principles, SHA has identified all of its direct costs and segregated all its costs into pools, as either a direct or an indirect cost pool. We have further divided the indirect services pool to assign costs as “equal burden” or hard housing unit based, as described below.

Cost objectives

2 CFR 200 defines cost objective as follows: *Cost objective means a function, organizational subdivision, contract, grant, or other activity for which cost data are needed and for which costs are incurred*. The Cost Objectives for SHA’s LAMP are the three overarching policy/cost objectives described earlier:

- Cost Effective Affordable Housing.
- Housing Opportunities and Choice.
- Resident Financial Security and/or Self-Sufficiency.

Costs that can be identified specifically with one of the three objectives are counted as a direct cost to that objective. Costs that benefit more than one objective are counted as indirect costs**.** Attachment 1 is a graphic representation of SHA’s LAMP, with cost objectives, FDS structure and SHA Funds.

Direct costs

2 CFR 200 defines direct costs as follows: *Direct costs are those that can be identified specifically with a particular final cost objective.* SHA's direct costs include but are not limited to:

- Contract costs readily identifiable with delivering housing assistance to low-income families.
- Housing Assistance Payments, including utility allowances, for vouchers
- Utilities
- Surface Water Management fee
- Insurance
- Bank charges
- Property-based audits
- Staff training
- Interest expense
- Information technology fees
- Portability administrative fees
- Rental Assistance department costs for administering Housing Choice Vouchers including inspection activities
- Operating costs directly attributable to operating SHA-owned properties
- Fleet management fees
- Central maintenance services for unit or property repairs or maintenance
- Central maintenance services include, but are not limited to, landscaping, pest control, and decorating and unit turnover
- Operating subsidies paid to mixed income, mixed finance communities
- Community Services department costs directly attributable to tenants services
- Gap financing real estate transactions
- Acquisition costs
- Demolition, relocation and leasing incentive fees in repositioning SHA-owned real estate
- Homeownership activities for low-income families
- Leasing incentive fees
- Certain legal expenses
- Professional services at or on behalf of properties or a portfolio, including security services
- Extraordinary site work
- Any other activities that can be readily identifiable with delivering housing assistance to low-income families
- Any cost identified for which a grant award is made (such costs will be determined as SHA receives grants)
- Direct Finance staff costs
- Direct area administration staff costs

Indirect Costs

2 CFR 200 defines indirect costs as *those (a) incurred for a common or joint purpose benefiting more than one cost objective, and (b) not readily assignable to the cost objectives specifically benefitted, without effort disproportionate to the results achieved.* SHA's indirect costs include, but are not limited to:

- Executive
- Communications
- Most of Legal
- Development (most Development staff charge directly to the Development Fund; only certain staff and functions in this department are indirect charges)
- Finance
- Purchasing
- Human Resources
- Most of Housing Finance and Asset Management (based on functions, this staff is split among indirect cost, direct charge to the capital budget and charges to MTW direct property services)
- Administration staff and related expenses of the Housing Operations Department that cannot be identified to a specific cost objective

Indirect service fee: Base, derivation and allocation

SHA has established an Indirect Services Fee (ISF) based on anticipated indirect costs for the fiscal year. Per the requirements of 2 CFR 200, the ISF is determined in a reasonable and consistent manner based on total units and leased vouchers. Thus, the ISF is calculated as a per-housing-unit or per-leased-voucher fee per month charged to each program. Please see Attachment 2 to review SHA's Indirect Services Fee Plan.

Equitable distribution base

According to 2 CFR 200, *the distribution base may be (1) total direct costs (excluding capital expenditure), (2) direct salaries and wages, or (3) another base which results in an equitable distribution.* SHA has found that unit count and leased voucher is an equitable distribution base when compared to other potential measures. Testing of prior year figures has shown that there is no material financial difference between direct labor dollar allocations and unit allocations. Total units and leased vouchers are a far easier, more direct and transparent, and more efficient method of allocating indirect service costs than using direct labor to distribute indirect service costs. Direct labor has other complications because of the way SHA charges for maintenance services. Using housing units and leased vouchers removes any distortion that total direct salaries and wages might introduce. Units leased vouchers is an equitable distribution base which best measures the relative benefits.

Derivation and allocation

According to 2 CFR 200, where a grantee agency's indirect costs benefit its major functions in varying degrees, such costs shall be accumulated into separate cost groupings. Each grouping shall then be allocated individually to benefitted functions by means of a base which best measures the relative benefits. SHA divides indirect costs into two pools, "Equal Burden" costs and "Hard Unit" costs. Equal Burden costs are costs that equally benefit leased voucher activity and hard, existing housing unit activity. Hard Unit costs primarily benefit the hard, existing housing unit activity.
Before calculating the per unit indirect service fees, SHA's indirect costs are offset by designated revenue. Offsetting revenue includes 10 percent of the MTW Capital Grant award, a portion of the developer fee paid by limited partnerships, limited partnership management fees, laundry revenue, dividend or savings from insurance companies and purchasing card discounts for early payment, commuting reimbursements from employees and a portion of Solid Waste's outside revenue.

A per unit cost is calculated using the remaining net indirect costs divided by the number of units and the number of leased vouchers. For the 2020 budget, the PUM cost for housing units is $59.44 and for leased vouchers is $25.98.

Annual review of ISF charges

SHA will annually review its indirect service fee charges in relation to actual indirect costs and will incorporate appropriate adjustments in indirect service fees for the subsequent year, based on this analysis.

Differences: HUD Asset Management vs. SHA Local Asset Management Program

Under the First Amendment, SHA is allowed to define costs differently than the standard definitions published in HUD's Financial Management Guidebook pertaining to the implementation of 24 CFR 990. SHA is required to describe in this MTW Annual Plan differences between our Local Asset Management Program and HUD's asset management program. Below are several key differences, with additional detail reflected in Attachment 3 to this document:

- SHA determined to implement an indirect service fee that is much more comprehensive than HUD's asset management system. HUD's asset management system and fee for service is limited in focusing only on a fee for service at the Low Income Public Housing (LIPH) property level. SHA's LAMP is much broader and includes other affordable housing and other activities not found in traditional HUD programs. SHA's LAMP addresses the entire SHA operation.
- SHA has defined its cost objectives at a different level than HUD's asset management program. SHA has defined three cost objectives under the umbrella of the MTW program, which is consistent with the issuance of the CFDA number and with the current MTW Contract Agreement (expires 12/31/2028). HUD defined its cost objectives at the property level and SHA defined its cost objectives at the program level. Because the cost objectives are defined differently, direct and indirect costs will be differently identified, as reflected in our LAMP.
- HUD's rules are restrictive regarding cash flow between projects, programs, and business activities. SHA intends to use its MTW resources and regulatory flexibility to move its MTW funds and project cash flow among projects without limitation and to ensure that our operations best serve our mission, our LAMP cost objectives, and ultimately the low-income people we serve.
- HUD intends to maintain all maintenance staff at the property level. SHA's LAMP reflects a cost-effective balance of on-site and central maintenance services for repairs, unit turnover, landscaping, and asset preservation as direct costs to properties.
- HUD's asset management approach records capital project work-in-progress quarterly. SHA's capital projects are managed through central agency units and can take between two and five or more years from budgeting to physical completion. Transfer of fixed assets only when they are fully complete and operational best aligns responsibility for development and close-out vs. housing operations.

Please consult Attachment 3 for additional detailed differences between HUD's asset management program and SHA's LAMP. However, detailed differences for SHA's other housing programs are not provided.

Balance sheet accounts

Most balance sheet accounts will be reported in compliance with HUD's Asset Management Requirements and some will deviate from HUD's requirements, as discussed below:

- Cash
- Petty Cash
- Prepaid Expenses and Deferred Charges
- Materials Inventory
- Contract Retention
- Other Post-Employment Benefits (OPEB) Liability
- Pension Liability or Asset
- Deferred Inflows and Deferred Outflows

SHA will deviate from HUD's asset management requirements by reporting the above account balances as assets or liabilities maintained centrally. They will not be reported by AMP or program. Through years of practice, we believe that maintaining these accounts centrally has proven to be the most cost effective and least labor-intensive method. Although these balance sheet accounts are proposed to be maintained centrally, the related expenses will continue to be reported as an expense to the appropriate program, department and/or AMP, based on income and expense statements. It is important to note that maintaining the above balance sheet accounts centrally will not diminish SHA's obligation or ability to effectuate improved and satisfactory operations and to develop and adhere to its asset management plan. This is consistent with the new Catalog of Federal Domestic Assistance (CFDA) number for the MTW program.

Enclosures:

Attachment 1: Structure of SHA's LAMP and FDS reporting
Attachment 2: 2020 Indirect Services Fee plan
Attachment 3: Matrix: HUD vs. SHA indirect and direct costs

Appendix A: Attachment 1

SHA cost objectives, FDS reporting structure and SHA funds

Local Asset Management Program:
Use MTW flexibility to operate housing and assistance programs as seamlessly as feasible.

Direct cost objectives			Housing					Rental assistance	Community services
FDS columns	**MTW**	**Indirect services costs**	**AMPs**	**Other housing**	**Other business activities**	**LP component units**	**MF developments & home ownership**	**Other housing**	**Other business activities**
Funds	Capital WIP unallocated costs IT capital projects 100 400	400	Various, including LIPH portion of LP CUs	104 122 127 137 193/216 352-354 357 591 750	190	19 LPs LIPH portion reported in AMPs	700 704-709 711-712 718-719 723-747	139 168	125 CS grants

Fund name	Fund number
General	**100**
Seattle Senior Housing	**104**
Market Terrace	**122**
Bayview Tower	**127**
Ref 37	**137**
Housing Choice Vouchers	**139**
Mod Rehab	**168**
Local fund	**190**
Other affordable housing	**193/216**
House ownership	**194**
SHA land and parks	**195**
Development	**198**
Wakefield	**199**
Holly II and III	**352-353**
Rainier I	**354**
High Point North	**357**
Indirect services costs	**400**
Impact Property Services	**450**
Impact Property Management	**470**
MTW fund	**480**
Baldwin	**591**
New acquisitions	**750**
MF developments & home ownership	**700-747**

Appendix A: Attachment 2

Indirect cost allocation plan: Calendar year 2020

Department		2020 Estimated Budget	All units	Hard Units only
Executive Total		2,544,141	2,544,141	
Asset Management		336,203		336,203
Finance		4,222,294	4,222,294	
Housing Operations		2,032,058		2,032,058
HCV		123,339	123,339	
HR: Allocated based on staff		2,148,596	767,820	1,380,776
Prior Year Inc/Exp reconciliation - expense		497,839	**497,839**	
Total		$ 11,904,470	$ 8,155,433	$ 3,749,037
Percentage		100%	69%	31%
Less fixed revenues		(4,396,897)		
Remaining OH to allocate PUM		7,507,573	5,143,237	2,364,336
Units			16,498	5,888
PUM cost			$25.98	$33.46
PUM Cost to equal burden units				**$25.98**
PUM fee to hard units				**$59.44**
INDIRECT REVENUE				2020 Estimate
Capital Grant Admin				1,463,853
MTW Adjustment				1,000,000
10% of Developer Fee cash				150,661
LP Management Fees				1,121,470
Laundry Fee Revenue				149,000
Insurance Dividend				160,000
City Benefit Reimbursement				101,913
Solid Waste Services				250,000
Total Fixed Revenues				$ 4,396,897
.				
.				
UNIT SUMMARY				Total
Housing Units				5,888
Total Vochers			11,005	
Leased Vouchers at 94.5% of utilization				10,395
Total Mod Rehab			430	
Divide by two for work equivalency				215
Total Units				**16,498**

INDIRECT SERVICES FEE BY COMMUNITY			
		Indirect Services Rates	
		Equal Burden Units	25.98
Low Income Public Housing		Hard Units	59.44
Development No.	Community Name	**Units**	**2020 Budget**
1	Yesler	0	-
9	Jefferson Terrace	299	213,271
13	Olive Ridge	105	74,894
15	Bell Tower	120	85,594
17	Denny Terrace	220	156,922
23	Westwood Heights	130	92,726
31	Tri Court	87	62,055
37	Jackson Park Village	41	29,244
38	Cedarvale Village	24	17,119
41	Holly Court	66	47,076
50	Scattered Sites	59	42,084
51	Scattered Sites	121	86,307
52	Scattered Sites	60	42,797
53	Scattered Sites	112	79,887
54	Scattered Sites	71	50,643
55	Scattered Sites	128	91,300
56	Scattered Sites	87	62,055
57	Scattered Sites	73	52,069
86	High Rise Rehab Phase I	704	502,149
87	High Rise Rehab Phase II	690	492,163
88	High Rise Rehab Phase III	587	418,695
92	Seattle Senior Housing North	231	164,768
93	Seattle Senior Housing South	138	98,433
94	Seattle Senior Housing Central	246	175,467
95	Seattle Senior Housing City Funded	346	246,795
Total Low Income Public Housing		4,745	3,384,514
Other Housing Programs			
			-
127	Bayview Tower	100	69,432
201	127th & Greenwood	6	4,280
139	Rental Assistance	10,395	3,240,745
168	Mod Rehab	215	67,028
193	Local Housing Program	149	106,279
354	Rainier Vista I - Escallonia	184	131,244
357	High Point N	344	245,368
234	Ritz	30	21,398
352	New Holly II - Othello	96	68,475
353	NewHolly III - Desdemona	219	156,208
591	Baldwin Apartments	15	10,699
Total Other Housing Programs		11,753	4,121,157
Total Management Fee		16,498	7,505,670

Limited Partnership Units and Restricted Fee Units					
	Property			2020 Units	**2020 Budget**
089	731 Tamarack (RV)			83	59,163
0xx	736 RV III Northeast			118	84,691
085	733 High Point S			256	183,736
091	727 Lake City Village			86	56,760
Total HOPE VI Limited Partnerships				543	384,350
292	734 South Shore Apts fka Douglas			44	20,946
735	735 Aldercrest			36	19,440
738	738 1105 E Fir/Kebero			103	73,925
739	739 Leschi House			69	48,082
743	743 Raven LP			83	59,570
744	744 Hoa Mai Gardens			111	75,458
745	745 Red Cedar			119	78,540
746	746 Holly Park I Re-Redeve			305	214,915
0xxx	747 West Seattle LP			204	146,244
	Total Restricted Units			1,074	737,120
	Total				1,121,470

Appendix A: Attachment 3

Matrix: HUD's Tables 7.1: Fee/indirect expense
HUD vs. SHA Local Asset Management Program (LAMP)

Low-income public housing				
Fee/indirect expense per HUD			**Fee/indirect expense per SHA LAMP**	
1.	Actual personnel costs for individuals assigned to the following positions:		1.	Actual personnel costs for individuals assigned to the following positions:
	• Executive direct and support staff			• Executive direct and support staff
	• Human Resources staff			• Human Resources staff
	• Regional managers			
	• Corporate legal staff			• Corporate legal staff
	• Finance, accounting and payroll staff			• Finance, accounting and payroll staff, except non-supervisory accounting staff (considered front-line bookkeepers)
	• IT staff including Help Desk			• Separate IT Fee for Service
	• Risk Management staff			• Risk Management staff
	• Centralized procurement staff			• Most centralized procurement staff
	• Quality control staff, including quality control inspections			
2.	Purchase and maintenance of COCC arrangements, equipment, furniture and services		2.	Purchase and maintenance of indirect services (IS) arrangements, equipment, furniture and services
3.	Establishment, maintenance, and control of an accounting system adequate to carryout accounting/bookkeeping for the AMPs		3.	Establishment, maintenance, and control of an accounting system adequate to carryout accounting/bookkeeping for the AMPs
4.	Office expense including office supplies, computer expense, bank charges, telephone, postage, utilities, fax and office rent related to the general maintenance and support of COCC		4.	Office expense including office supplies, computer expense, bank charges, telephone, postage, utilities, fax and office rent related to the general maintenance and support of IS.
5.	The cost of insurance related to COCC buildings, equipment, personnel to include property, auto, liability E&O and casualty.		5.	The cost of insurance related to COCC buildings, equipment, personnel to include property, auto, liability E&O and casualty.
6.	Work with auditors for audit preparation and review of audit costs associated with the COCC.		6.	Work with auditors for audit preparation and review of audit costs associated with the IS.
7.	Central servers and software that support the COCC (not projects)		7.	Central servers and software that support the IS (not projects)

Low-income public housing				
Fee/indirect expense per HUD			Fee/indirect expense per SHA LAMP	
8.	Commissioners' stipend and non-training travel.		8.	Commissioners' stipend and non-training travel.
9.	Commissioners' training that exceed HUD standards		9.	Commissioners' training that exceed HUD standards
10.	The cost of a central warehouse, unless, with HUD approval, the Agency can demonstrate that the costs of maintaining this warehouse operation, if included with the costs of the goods purchased, are less than what the project would otherwise incur if the goods were obtained by on-site staff.		10.	The cost of a central warehouse, unless, with HUD approval, the Agency can demonstrate that the costs of maintaining this warehouse operation, if included with the costs of the goods purchased, are less than what the project would otherwise incur if the goods were obtained by on-site staff.

Housing Choice Voucher				
Fee/indirect expense per HUD			Fee/indirect expense per SHA LAMP	
1.	A share of the personnel costs for HCV staff assigned to the COCC.		1.	A share of the personnel costs for HCV staff assigned to Indirect Services ("IS"). Some executive staff costs allocated to IS.
2.	Establish, maintain and control an accounting system adequate to carryout accounting/ bookkeeping for the HCV program		2.	Establish, maintain and control an accounting system adequate to carryout accounting/ bookkeeping for the HCV program
3.	General maintenance of HCV books and records		3.	General maintenance of HCV books and records
4.	Supervision by COCC management staff of overall HCV program operations		4.	Supervision by IS management staff of overall HCV program operations
5.	Procurement		5.	Centralized Procurement staff
6.	Preparation of monitoring reports for internal and external use.		6.	Preparation of monitoring reports for internal and external use.
7.	Preparation, approval and distribution of HCV payments, not HAP		7.	Preparation, approval and distribution of HCV payments, not HAP
8.	COCC staff training, and ongoing certifications related to HCV program.		8.	IS staff training, and ongoing certifications related to HCV program. Certifications are an ongoing cost of keeping trained staff.
9.	Travel for COCC staff for training, etc. related to HCV program		9.	Travel for IS staff for training, etc. related to HCV program

Housing Choice Voucher				
Fee/indirect expense per HUD			Fee/indirect expense per SHA LAMP	
10.	COCC staff attendance at meetings with landlords, tenants, others regarding planning, budgeting, and program review.		10.	IS staff attendance at meetings with landlords, tenants, others regarding planning, budgeting, and program review.
11.	Work with auditors and audit preparation.		11.	Work with auditors and audit preparation.
12.	Indirect cost allocations imposed on the HCV program by a higher level of local government.		12.	Indirect cost allocations imposed on the HCV program by a higher level of local government.
13.	Hiring, supervision and termination of front-line HCV staff.		13.	Hiring, supervision and termination of front-line HCV staff.
14.	Preparation and submission of HCV program budgets, financial reports, etc. to HUD and others.		14.	Preparation and submission of HCV program budgets, financial reports, etc. to HUD and others.
15.	Monitoring and reporting on abandoned property as required by states.		15.	Monitoring and reporting on abandoned property as required by states.
16.	Investment and reporting on HCV proceeds.		16.	Investment and reporting on HCV proceeds.
17.	Storage of HCV records and adherence to federal and/or state records retention requirements.		17.	Storage of HCV records and adherence to federal and/or state records retention requirements.
18.	Development and oversight of office furniture, equipment and vehicle replacement plans.		18.	Development and oversight of office furniture, equipment and vehicle replacement plans.
19.	Insurance costs for fidelity or crime and dishonesty coverage for COCC employees based on a reasonable allocation method.		19.	Insurance costs for fidelity or crime and dishonesty coverage for IS employees based on a reasonable allocation method.
20.	Commissioners' stipend and non-training travel.		20.	Commissioners' stipend and non-training travel.
21.	Commissioners' training that exceed HUD standards		21.	Commissioners' training that exceed HUD standards

Matrix: HUD's Tables 7.2: Direct expense
HUD vs. SHA Local Asset Management Program (LAMP)

Low-income public housing				
Direct expense per HUD			**Direct expense per SHA LAMP**	
1.	Actual personnel costs of staff assigned directly to AMP sites		1.	Actual personnel costs of staff assigned directly to AMP sites
2.			2.	Area management site costs allocated to AMPs within area
3.			3.	Direct procurement staff
4.	Repair & maintenance costs, including:		4.	Repair & maintenance costs, including:
	• Centralized maintenance provided under fee for service			• Centralized maintenance provided under fee for service (IPS)
	• Maintenance supplies			• Maintenance supplies
	• Contract repairs e.g. heating, painting, roof, elevators on site			• Contract repairs e.g. heating, painting, roof, elevators on site
	• Make ready expenses, including painting and repairs, cleaning, floor replacements, and appliance replacements;			• Make ready expenses, including painting and repairs, cleaning, floor replacements, and appliance replacements;
	• Preventive maintenance expenses, including repairs and maintenance, as well as common area systems repairs and maintenance			• Preventive maintenance expenses, including repairs and maintenance, as well as common area systems repairs and maintenance
	• Maintenance contracts for elevators, boilers, etc.			• Maintenance contracts for elevators, boilers, etc.
	• Other maintenance expenses, Section 504 compliance, pest			• Other maintenance expenses, Section 504 compliance, pest
5.	Utility costs		5.	Utility costs
6.	Costs related to maintaining a site-based office, including IT equipment and software license allocations.		6.	Costs related to maintaining a site-based office, including IT equipment and software license allocations.
7.	Advertising costs specific to AMP, employees or other property		7.	Advertising costs specific to AMP, employees or other property
8.	PILOT		8.	PILOT
9.	All costs of insurance for the AMP		9.	All costs of insurance for the AMP
10.	Professional services contracts for audits, rehab and inspections specific to the project.		10.	Professional services contracts for audits, rehab and inspections specific to the project.
11.			11.	Inspector costs are allocated to the projects as a direct cost.

Low-income public housing				
Direct expense per HUD			Direct expense per SHA LAMP	
12.	Property management fees, bookkeeping fees, and asset management fees.		12.	Property management fees, bookkeeping fees, and asset management fees.
13.	Certain litigation costs.		13.	Certain litigation costs.
14.	Audit costs (may be prorated)		14.	
15.	Vehicle expense		15.	Separate Fleet Fee for Service
16.	Staff recruiting and background checks, etc.		16.	Staff recruiting and background checks, etc.
17.	Family self-sufficiency staff and program costs		17.	Family self-sufficiency staff and program costs
18.	Commissioners' training up to a limited amount as provided by HUD		18.	Commissioners' training up to a limited amount as provided by HUD
19.			19.	Building rent

Housing Choice Voucher				
Direct expense per HUD			Direct expense per SHA LAMP	
1.	A share of the personnel costs for HCV staff assigned to the COCC.		1.	A share of the personnel costs for HCV staff assigned to Indirect Services (IS). Some executive staff costs allocated to IS.
2.	Establish, maintain and control an accounting system adequate to carryout accounting/ bookkeeping for the HCV program		2.	Establish, maintain and control an accounting system adequate to carryout accounting/ bookkeeping for the HCV program
3.	General maintenance of HCV books and records		3.	General maintenance of HCV books and records
4.	Supervision by COCC management staff of overall HCV program operations		4.	Supervision by IS management staff of overall HCV program operations
5.	Procurement		5.	Centralized Procurement staff
6.	Preparation of monitoring reports for internal and external use.		6.	Preparation of monitoring reports for internal and external use.
7.	Preparation, approval and distribution of HCV payments, not HAP		7.	Preparation, approval and distribution of HCV payments, not HAP
8.	COCC staff training, and ongoing certifications related to HCV program.		8.	IS staff training, and ongoing certifications related to HCV program. Certifications are an ongoing cost of keeping trained staff.
9.	Travel for COCC staff for training, etc. related to HCV program		9.	Travel for IS staff for training, etc. related to HCV program
10.	COCC staff attendance at meetings with landlords, tenants, others regarding planning, budgeting, and program review.		10.	IS staff attendance at meetings with landlords, tenants, others regarding planning, budgeting, and program review.

Housing Choice Voucher				
Direct expense per HUD			Direct expense per SHA LAMP	
11.	Work with auditors and audit preparation.		11.	Work with auditors and audit preparation.
12.	Indirect cost allocations imposed on the HCV program by a higher level of local government.		12.	Indirect cost allocations imposed on the HCV program by a higher level of local government.
13.	Hiring, supervision and termination of front-line HCV staff.		13.	Hiring, supervision and termination of front-line HCV staff.
14.	Preparation and submission of HCV program budgets, financial reports, etc. to HUD and others.		14.	Preparation and submission of HCV program budgets, financial reports, etc. to HUD and others.
15.	Monitoring and reporting on abandoned property as required by states.		15.	Monitoring and reporting on abandoned property as required by states.
16.	Investment and reporting on HCV proceeds.		16.	Investment and reporting on HCV proceeds.
17.	Storage of HCV records and adherence to federal and/or state records retention requirements.		17.	Storage of HCV records and adherence to federal and/or state records retention requirements.
18.	Development and oversight of office furniture, equipment and vehicle replacement plans.		18.	Development and oversight of office furniture, equipment and vehicle replacement plans.
19.	Insurance costs for fidelity or crime and dishonesty coverage for COCC employees based on a reasonable allocation method.		19.	Insurance costs for fidelity or crime and dishonesty coverage for IS employees based on a reasonable allocation method.
20.	Commissioners' stipend and non-training travel.		20.	Commissioners' stipend and non-training travel.
21.	Commissioners' training that exceed HUD standards		21.	Commissioners' training that exceed HUD standards

Appendix B: Planned existing project-based vouchers

The below table consists of the tenant-based vouchers that SHA is currently project-basing in 2020. This section meets the requirements prescribed in HUD Form 50900 Section II.A.iv "Planned Existing Project Based Vouchers."

Property name	Number of project-based vouchers	Planned status at end of 2020	RAD?	Description of project
104th St. Townhomes	3	Leased/Issued	No	Affordable housing
A Place of Our Own	19	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Albion Place	12	Leased/Issued	No	Enhanced behavioral health services
Aldercrest	8	Leased/Issued	No	Affordable housing
Arbora Court	40	Leased/Issued	No	Service-enriched for homeless individuals
Aridell Mitchell Home	6	Leased/Issued	No	Affordable housing
Aurora House	30	Leased/Issued	No	Permanent supportive housing
Avalon Place	9	Leased/Issued	No	Permanent supportive housing
Baldwin Apartments	15	Leased/Issued	No	Affordable housing
Beacon House	6	Leased/Issued	No	Service-enriched for homeless individuals
Bellevue/Olive Apartments	5	Leased/Issued	No	Affordable housing
Bergan Place	2	Leased/Issued	No	Homeless young adults
Bergan Place	8	Leased/Issued	No	Affordable housing
Brettler Family Place I	51	Leased/Issued	No	Affordable housing
Brettler Family Place II	21	Leased/Issued	No	Service-enriched for homeless families and individuals
Broadway Crossing	10	Leased/Issued	No	Affordable housing
Broadway Crossing	9	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Bush Hotel	7	Leased/Issued	No	Affordable housing
Casa Pacifica	11	Leased/Issued	No	Affordable housing

Property name	Number of project-based vouchers	Planned status at end of 2020	RAD?	Description of project
Cascade Court Apartments	3	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Cascade Court Apartments	5	Leased/Issued	No	Affordable housing
Cate Apartments	10	Leased/Issued	No	Affordable housing
Cate Apartments	15	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Centerwood Apartments	2	Leased/Issued	No	Affordable housing
Colonial Gardens	20	Leased/Issued	No	Affordable housing
Columbia Court	13	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Colwell Building	21	Leased/Issued	No	Affordable housing
Community Psychiatric Clinic	14	Leased/Issued	No	Enhanced behavioral health services
Compass Broadview	18	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Compass Cascade	33	Leased/Issued	No	Permanent supportive housing
Compass on Dexter	36	Leased/Issued	No	Service-enriched for homeless individuals
CPC 10th Ave. NW	5	Leased/Issued	No	Enhanced behavioral health services
CPC Alderbrook	6	Leased/Issued	No	Enhanced behavioral health services
Crestwood Place Apartments	6	Leased/Issued	No	Affordable housing
Croft Place	7	Leased/Issued	No	Affordable housing
David Colwell Building	25	Leased/Issued	No	Affordable housing
Dekko Place	5	Leased/Issued	No	Affordable housing
Delridge Heights Apartments	3	Leased/Issued	No	Affordable housing
Delridge Triplexes	6	Leased/Issued	No	Affordable housing
Denny Park Apartments	5	Leased/Issued	No	Affordable housing
Denny Park Apartments	8	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)

Property name	Number of project-based vouchers	Planned status at end of 2020	RAD?	Description of project
DESC – PACT	12	Leased/Issued	No	Enhanced behavioral health services
Eastern Hotel	4	Leased/Issued	No	Affordable housing
Eastlake Supportive Housing	25	Leased/Issued	No	Permanent supportive housing
Emerald City Commons	12	Leased/Issued	No	Affordable housing
Ernestine Anderson Place	33	Leased/Issued	No	Service-enriched for homeless individuals
Estelle Supportive Housing	15	Leased/Issued	No	Permanent supportive housing
Evans House	49	Leased/Issued	No	Permanent supportive housing
Fir Street Apartments	7	Leased/Issued	No	Affordable housing
First Place	4	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Four Freedoms House	25	Leased/Issued	No	Senior housing
Fremont Solstice Apartments	6	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
The Genessee	17	Leased/Issued	No	Affordable housing
The Genessee	3	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Gossett Place	40	Leased/Issued	No	Permanent supportive housing
Hilltop House	30	Leased/Issued	No	Senior housing
Hoa Mai Gardens	70	Leased/Issued	No	Affordable housing
Holden Manor	1	Leased/Issued	No	Affordable housing
Holden Street Family Housing	25	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Holiday Apartments	6	Leased/Issued	No	Affordable housing
Humphrey House	81	Leased/Issued	No	Permanent supportive housing
Imani Village	8	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Josephinum Apartments	25	Leased/Issued	No	Service-enriched for homeless individuals

Property name	Number of project-based vouchers	Planned status at end of 2020	RAD?	Description of project
Josephinum Stability Project	49	Leased/Issued	No	Service-enriched for homeless individuals
Judkins Park	4	Leased/Issued	No	Affordable housing
Judkins Park	4	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
The Julie Apartments	28	Leased/Issued	No	Affordable housing
The Karlstrom	17	Leased/Issued	No	Service-enriched for homeless individuals
Kebero Court	83	Leased/Issued	No	Affordable housing
Kenyon Housing	18	Leased/Issued	No	Permanent supportive housing
Kerner-Scott House	15	Leased/Issued	No	Permanent supportive housing
Kingway Apartments	16	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Lake City Commons	15	Leased/Issued	No	Affordable housing
Lake Washington Apartments	37	Leased/Issued	No	Affordable housing
Lakeview Apartments	26	Leased/Issued	No	Affordable housing
Lam Bow Apartments	30	Leased/Issued	No	Affordable housing
Legacy House	22	Leased/Issued	No	Senior housing
Leschi House	35	Leased/Issued	No	Senior housing
Lincoln Apartments	4	Leased/Issued	No	Affordable housing
Lyon Building	12	Leased/Issued	No	Permanent supportive housing
Main Street Apartments	2	Leased/Issued	No	Affordable housing
Main Street Place	8	Leased/Issued	No	Affordable housing
Marion West	25	Leased/Issued	No	Affordable housing
Martin Court	28	Leased/Issued	No	Service-enriched for homeless individuals
Martin Court	13	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Martin Luther King Family Housing	10	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)

Property name	Number of project-based vouchers	Planned status at end of 2020	RAD?	Description of project
Martin Luther King Housing	5	Leased/Issued	No	Affordable housing
Martin Luther King Properties	6	Leased/Issued	No	Affordable housing
Mary Avenue Townhomes	8	Leased/Issued	No	Affordable housing
McDermott Place	25	Leased/Issued	No	Permanent supportive housing
Meadowbrook View Apartments	15	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Mercer Court	3	Leased/Issued	No	Affordable housing
Monica's Village Place	38	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Montridge Arms	13	Leased/Issued	No	Affordable housing
Morrison Hotel	190	Leased/Issued	No	Permanent supportive housing
Muslim Housing	10	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Nhon's Housing	5	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Nihonmachi Terrace	20	Leased/Issued	No	Affordable housing
Nihonmachi Terrace	5	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Norman Street Apartments	15	Leased/Issued	No	Affordable housing
NP Hotel	5	Leased/Issued	No	Affordable housing
Oleta Apartments	6	Leased/Issued	No	Affordable housing
One Community Commons	5	Leased/Issued	No	Affordable housing
One Community Commons	7	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Opportunity Place	145	Leased/Issued	No	Permanent supportive housing
Ozanam House (formerly Westlake II)	29	Leased/Issued	No	Permanent supportive housing

Property name	Number of project-based vouchers	Planned status at end of 2020	RAD?	Description of project
Pacific Hotel	4	Leased/Issued	No	Permanent supportive housing
Palo Studios at the Josephinum	7	Leased/Issued	No	Service-enriched for homeless individuals
Pantages Apartments	10	Leased/Issued	No	Affordable housing
Pantages Apartments	11	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Pardee Townhomes	3	Leased/Issued	No	Affordable housing
Park Place	136	Leased/Issued	No	Assisted living
Parker Apartments	8	Leased/Issued	No	Affordable housing
Parkview Services	23	Leased/Issued	No	Affordable housing for people with disabilities
Pat Williams Apartments	20	Leased/Issued	No	Permanent supportive housing
Patrick Place	40	Leased/Issued	No	Permanent supportive housing
Pioneer Human Services	20	Leased/Issued	No	Enhanced behavioral health services
Plymouth on First Hill	77	Leased/Issued	No	Permanent supportive housing
Plymouth on Stewart	84	Leased/Issued	No	Permanent supportive housing
Plymouth Place	70	Leased/Issued	No	Permanent supportive housing
Raven Terrace	50	Leased/Issued	No	Affordable housing
Ravenna Springs Properties	13	Leased/Issued	No	Affordable housing
Red Cedar	80	Leased/Issued	No	Affordable housing
Rose of Lima House	30	Leased/Issued	No	Permanent supportive housing
Rose Street Apartments	4	Leased/Issued	No	Affordable housing
Samaki Commons	12	Leased/Issued	No	Affordable housing
Samaki Commons	8	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Sand Point Campus	18	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Sand Point Family Housing	21	Leased/Issued	No	Permanent supportive housing for families

Property name	Number of project-based vouchers	Planned status at end of 2020	RAD?	Description of project
Sea-Mar Family Housing	5	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
SHA-SFD Special Portfolio	1	Leased/Issued	No	Affordable housing
Simons Senior Housing Apartments	86	Leased/Issued	No	Permanent supportive housing
SLIHP – High Point	100	Leased/Issued	No	Affordable housing
SLIHP – Rainier Vista	23	Leased/Issued	No	Affordable housing
SLIHP – Tamarack Place	20	Leased/Issued	No	Affordable housing
Sound Mental Health	26	Leased/Issued	No	Enhanced behavioral health services
South Shore Court	9	Leased/Issued	No	Affordable housing
Spruce Street Apartments	10	Leased/Issued	No	Affordable housing
St. Charles Apartments	61	Leased/Issued	No	Permanent supportive housing
Starliter Apartments	6	Leased/Issued	No	Affordable housing
Stone Avenue Townhomes	4	Leased/Issued	No	Affordable housing
Stone Way Apartments	21	Leased/Issued	No	Affordable housing
Stone Way Apartments	14	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Sylvia Odom's Place	64	Leased/Issued	No	Permanent supportive housing graduates
Traugott Terrace	40	Leased/Issued	No	Service-enriched for homeless individuals in recovery
Tyree Scott Apartments	10	Leased/Issued	No	Affordable housing
Tyree Scott Apartments	6	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
Views on Madison Phase I	17	Leased/Issued	No	Affordable housing
Views on Madison Phase I	10	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)

Property name	Number of project-based vouchers	Planned status at end of 2020	RAD?	Description of project
Views on Madison Phase II	7	Leased/Issued	No	Affordable housing
Villa Park	5	Leased/Issued	No	Affordable housing
Village Square II Apartments	31	Leased/Issued	No	Affordable housing
Vivian McLean Place Apartments	4	Leased/Issued	No	Affordable housing
Westwood Heights East	22	Leased/Issued	No	Affordable housing
Willie London Properties	15	Leased/Issued	No	Service-enriched for homeless families (with at least one minor)
WSAH (formerly Longfellow/Wisteria)	19	Leased/Issued	No	Affordable housing
Yesler Court	5	Leased/Issued	No	Affordable housing
YWCA Women's Residence	15	Leased/Issued	No	Permanent supportive housing
YWCA Women's Residence	38	Leased/Issued	No	Permanent supportive housing for women
Total planned PBVs	**3,535**			