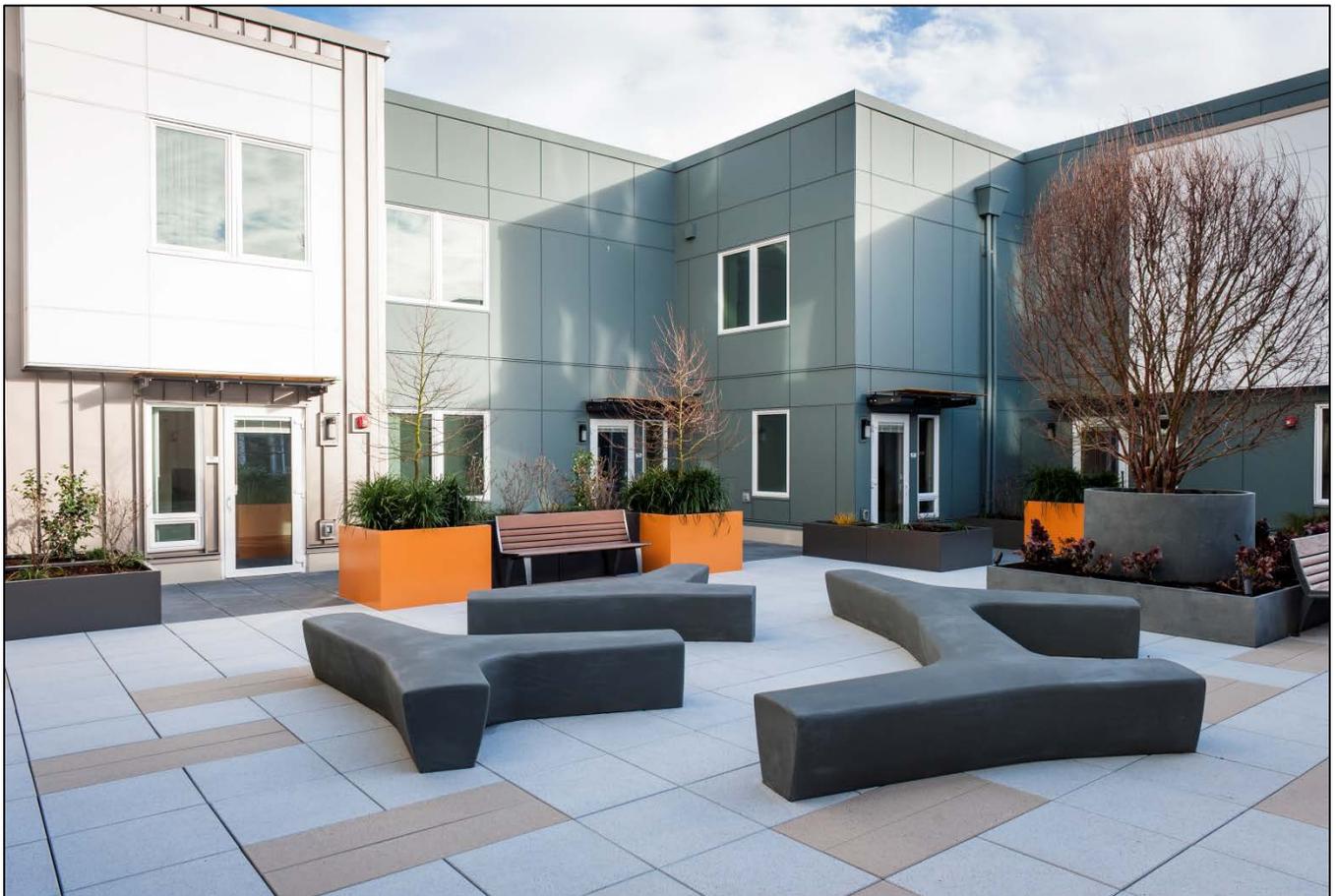




## Moving to Work

# 2017 Annual Plan



ORIGINAL SUBMISSION OCTOBER 17, 2016; RESUBMITTED FEBRUARY 7, 2017

# Seattle Housing Authority

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# **Contents**

<b>I. Introduction</b>	<b>3</b>
<b>II. General Housing Authority Operating Information</b>	<b>6</b>
<b>III. Proposed MTW Activities</b>	<b>15</b>
<b>IV. Approved MTW Activities</b>	<b>20</b>
<b>V. Sources and Uses of Funds</b>	<b>54</b>
<b>VI. Administrative Information</b>	<b>58</b>
<b>Appendix A – Local Asset Management Plan</b>	<b>59</b>
<b>Appendix B – Replacement Housing Factor (RHF) Plan</b>	<b>70</b>
<b>Appendix C – Capital Fund Annual Statement/Performance and Evaluation Report</b>	<b>75</b>

# I. Introduction

This section provides an overview of the purpose and layout of this plan and describes Seattle Housing Authority'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 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. Seattle Housing Authority's participation in the MTW program allows the agency to test new methods to improve housing services and to better meet local needs.

Fiscal year 2017 will be Seattle Housing Authority's nineteenth year as a MTW agency. 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, Seattle Housing Authority provides opportunities for public review and comment. The public comment period began on August 31, 2016 and ended on September 30, 2016. The agency published articles in The Voice (a monthly newspaper for Seattle Housing Authority residents) to notify residents of the public hearing and the availability of draft documents, as well as flyers in Seattle Housing Authority buildings and a letter sent out to more than 100 resident leaders. The agency also informed the general public about the plan and budget through our website ([seattlehousing.org](http://seattlehousing.org)) and an ad in the Seattle/King County newspaper of record, the Daily Journal of Commerce.

All comments were taken into consideration before the agency finalized the plan.

**Public hearing:** A public hearing was held on September 16<sup>th</sup> at 10:00 a.m. at the Central Office at 190 Queen Anne Ave N. The agency presented the draft plan and annual budget and received public testimony. Six residents attended and three residents presented testimony.

**Resident advisory groups:** The Joint Policy Advisory Committee (JPAC), made up of residents who advise Seattle Housing Authority on various issues, discussed plan activities and the budget at their meeting on September 2<sup>nd</sup>.

**Seattle Senior Housing Program (SSHP) Advisory Committee:** The Seattle Senior Housing Program (SSHP) Advisory Committee discussed plan activities and the budget at their meeting on September 6<sup>th</sup>.

**Additional public comment:** Seattle Housing Authority also accepted two comments by email and one petition from the residents of Schwabacher House during the comment period.

## What is in this plan?

The 2017 Annual Plan complies with a HUD-prescribed format:

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

*Section II: General Housing Authority Operating Information* provides an overview of the agency's housing portfolio, leasing rates, and waiting list information.

*Section III: Proposed MTW Activities* describes the new MTW activities that the agency plans to pursue in 2017.

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

*Section V: Sources and Uses of Funding* describes the agency's projected revenues and expenditures for 2017, local asset management program, and use of MTW Block Grant fungibility.

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

## MTW Goals and Objectives

Seattle Housing Authority's primary goals for new and existing MTW strategies in 2017 align with the primary goals of the MTW program: promoting cost effectiveness, housing choice, and self sufficiency. In 2017 Seattle Housing Authority is proposing three new activities. The first proposed activity would allow the agency to provide lease incentives of up to one month of rent when needed to help lease harder to lease units promptly, promoting efficiency by minimizing the length of time that units are vacant and underutilized and allowing the agency to expeditiously serve households waiting for housing. The second proposed activity would allow the agency to reduce costs and promote energy conservation by self-financing energy conservation projects rather than borrowing funds from a third party. The third proposed activity would support housing choice by allowing Seattle Housing Authority to participate in a research partnership to explore how vouchers can be paired with other supports to empower families who wish to live in opportunity neighborhoods.

The proposed new MTW activities are described in greater detail in Section III.

## Long-Term MTW Goals

Seattle Housing Authority and MTW agencies nationwide continue to advocate with HUD for improvements in planning, reporting, and performance metrics that will more effectively capture the successes and lessons learned from participation in the MTW program. Part of this work is underway, with performance measurement initiatives funded by MTW housing authorities through the HAI group and Abt Associates. We hope that these efforts will inform HUD's development of metrics, particularly in the revisions underway to the Form 50900, which dictates components of the annual plan and report, and throughout local and national evaluation initiatives to better understand the results of MTW activities. Improved planning and reporting for the MTW program is critically important in maintaining and communicating about the effectiveness of this program that allows us to tailor our approaches to serve local needs. MTW participation allows us to design and implement unique programs for homeless and other populations, efficiency and cost savings approaches that preserve our buildings and reduce administrative burdens, and innovative new pilot programs that strive to help our residents and participants pursue self-sufficiency goals.

MTW agencies also continue to work with HUD to define the shape of the MTW program as it is extended and expanded, including the preservation of key flexibilities in the program that are essential to its success. It is essential, for example, that MTW agencies maintain full single fund flexibility in the use of the MTW block grant and continue to negotiate collaboratively with HUD on how we define serving the same number of households before and after participation in the MTW program.

## II. General Housing Authority Operating Information

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

### Mission statement

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

### Agency overview

Seattle Housing Authority is a public corporation, providing affordable housing to more than 34,000 people, including nearly 29,000 people within the city of Seattle. The agency provides housing in neighborhoods throughout Seattle through a variety of programs that include Seattle Housing Authority-operated housing, partner operated communities, and private rental housing.

More than 9,000 Seattle Housing Authority residents are children. More than 5,000 residents are elderly and an additional 5,000 are non-elderly disabled adults. The majority (83 percent) of households have annual incomes below 30 percent of the area median income.

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

Funding for Seattle Housing Authority's activities comes from a variety of 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, tenant rents, and revenue from other activities.

### Housing stock information: units funded with the MTW Block Grant

The majority of Seattle Housing Authority'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 for Seattle Housing Authority to use to pursue its mission.

### Public housing units

**The Low Income Public Housing program (also referred to as public housing or LIPH) is projected to include 6,040 units at the beginning of 2017**, including high-rises (large apartment buildings), scattered sites (small apartment buildings or single family housing), and communities at NewHolly, Rainier Vista, High Point, Lake City Court, and Yesler Terrace. 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.

In 2017 101 of these units will be leased to service providers who use the units to provide transitional housing and services to residents. An additional 24 units are used for computer labs, resident councils, and on-site management and 40 units receiving public housing subsidy through Seattle Housing Authority are owned and operated by nonprofits as traditional public housing.

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.

### Projected changes in public housing stock

Seattle Housing Authority does not anticipate adding new public housing units in 2017.

Planned New Public Housing Units to be Added During the Fiscal Year										
AMP Name and Number	Bedroom Size						Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5			6+	Fully Accessible
PIC Dev. # /AMP PIC Dev. Name	0	0	0	0	0	0	0	Type Noted *	N/A	N/A
<b>Total Public Housing Units to be Added</b>								0		
* Select Population Type from: Elderly, Disabled, General, Elderly/Disabled, Other										
If Other, please describe: <input type="text"/>										

The agency may seek HUD approval for demolition and/or disposition of the following during the year, as well as dispositions outlined in prior year plans:

- Up to 103 units at Yesler Terrace for Choice Neighborhoods redevelopment and subsequent disposition of the vacant land
- Land disposition for sale to market-rate developers, for the Seattle Housing Authority mixed finance replacement housing limited partnership, and to the City of Seattle Parks Department
- Up to 25 public housing units in our scattered site and partnership housing as part of a second phase of asset repositioning
- As part of a potential mixed finance rehabilitation, 20 public housing units at Wisteria Court; 30 public housing units at Longfellow Creek Apartments; and 13 public housing units at Roxhill Court

Planned Public Housing Units to be Removed During the Fiscal Year		
PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
WA1001000050-57 Scattered Sites	25	SHA is exploring changes to the Scattered Sites portfolio. In 2017 we anticipate that 25 units may be removed.
WA100100001 Yesler Terrace	103	
WA001000081-82 Longfellow Court, Roxhill Court, and Wisteria Court	63	
<b>Total Number of Units to be Removed</b>	<b>191</b>	

### Other Changes to the Housing Stock Anticipated During the Fiscal Year

Seattle Housing Authority anticipates that approximately 100 units at Yesler Terrace will be off-line as of 2017 due to redevelopment. These units meet the conditions for demolition and timing will be assessed on a case by case basis depending on their viability and phase of redevelopment. Four Seattle Senior Housing Program units may be taken off-line for rehabilitation, as well as potentially 30 additional scattered site units that may be taken offline for upgrades. In addition, up to 109 units may be placed temporarily in Non-Dwelling MTW Neighborhood status during the year in order to support Seattle Housing Authority's MTW strategy 13.P.01, which ends participation in public housing for higher income households in mixed-income communities. This status will be temporary until a unit without public housing subsidy becomes available for the public housing designation.

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

Seattle Housing Authority may also consider converting selected properties to the Rental Assistance Demonstration (RAD) program or a RAD-like program using MTW authority, pending further analysis and discussion in 2017.

### MTW Housing Choice Vouchers

The Housing Choice Voucher program (also referred to as the voucher program, HCV, and Section 8) is a public/private partnership that provides housing subsidies through vouchers to low-income families for use in the private rental housing market. **At the beginning of 2017, Seattle Housing Authority will administer a projected 9,666 authorized vouchers funded through HUD's MTW Block Grant.**

Participants typically pay 30 to 40 percent of their household's monthly income for rent and utilities, depending on the unit they choose. Voucher subsidy is provided through a variety of means including:

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

### Project-based Vouchers

**Seattle Housing Authority anticipates awarding up to 150 new project-based vouchers in 2017.** These new project-based vouchers will support homeless housing through the King County Combined Funders allocation and replacement housing for Yesler redevelopment.

See the following table for more information on planned project-based vouchers.

New Housing Choice Vouchers to be Project-Based During the Fiscal Year			
Property Name	Anticipated Number of New Vouchers to be Project-Based *	Description of Project	
Hoa Mai Gardens	70	Replacement housing for Yesler redevelopment	
TBD	80	Homeless housing through the King County Combined Funders Allocation	
<b>Anticipated Total New Vouchers to be Project-Based</b>	150	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	3,658
		Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year	3,475

### Other HUD-funded housing

Seattle Housing Authority also administers units and vouchers that are funded HUD through sources other than the MTW Bock Grant.

#### Special Purpose Vouchers

At the beginning of 2017 Seattle Housing Authority projects it will administer an authorized 832 non-MTW vouchers provided by HUD for special purposes, including 483 Veterans Affairs Supportive Housing vouchers, 200 Family Unification Program vouchers, 75 mainstream vouchers, and 74 tenant protection 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.

These projections of authorized vouchers do not include Yesler tenant protection vouchers and other vouchers that have not yet been awarded.

#### Moderate Rehab

As of 2017, the agency will administer HUD Section 8 Moderate Rehab funding for 684 units operated by partner nonprofits serving extremely low-income individuals. Over 500 of these units are designated for homeless individuals.

#### Section 8 New Construction

Seattle Housing Authority owns 130 units that receive Section 8 New Construction funding and serve people with extremely low-incomes.

## Local housing

Local housing programs are operated outside of HUD’s programs. They receive no operating subsidy except for project-based vouchers in selected properties. 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). Seattle Housing Authority’s local 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 HOPE VI communities.

Seattle Housing Authority operates more than 1,800 units of local housing in properties throughout Seattle, including low- and moderate-income rental housing in the agency's redeveloped communities (NewHolly, Rainier Vista, High Point, Lake City Court, and Yesler Terrace) and three SSHP buildings.

## Major capital activities

Within the context of dwindling federal funding, addressing repairs and improvements remains a challenge for public housing authorities nationwide. In 2017 Seattle Housing Authority plans to target elevators and roofs at several properties, as well as other capital projects throughout the year, such as security systems, accessibility upgrades, bathroom fans, windows, siding, floors, and appliances.

### General Description of All Planned Capital Fund Expenditures During the Plan Year

In 2017, Seattle Housing Authority 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 2017, rather than expenditures based on capital fund year.

- Elevators: SHA will conduct upgrades for one elevator at Jefferson Terrace (WA001000009), Pleasant Valley (WA001000094), and complete the two elevators at Bitter Lake (WA001000095). Upgrades are scheduled for the elevator at Blakeley Manor (WA001000095) and at Pleasant Valley (WA001000094), while design work for an upgrade is scheduled for Gideon Matthews Garden (WA001000094) and Schwabacher House (WA001000095).

- Generators: As part of the elevator work at Jefferson Terrace (WA001000009) we intend to complete the replacement of the generator.

- Exteriors: Exterior rehabilitation is expected at Carroll Terrace (WA001000094) as well as completion of exterior projects at Michaelsen Manor (WA001000094). Design and the beginning of construction is expected for Sunrise Manor (WA001000095). Targeted exterior repairs are scheduled for Montridge Arms (WA001000218), Westwood Heights (WA001000023), and Jefferson Terrace (WA001000009).

- Roofs: Seattle Housing Authority anticipates roofing projects at ten scattered sites locations (WA001000050 through WA001000057). Phase 1 of roof replacement at Jackson Park Village (WA001000037) will take place in 2017. Roof recoating at Bell Tower (WA001000015) and roof replacement at Olive Ridge (WA001000013), Blakeley Manor, (WA001000095), Carroll Terrace (WA001000094), Fort Lawton (WA001000094), Olmsted Manor (WA001000095), and Pinehurst Court (WA001000095) are scheduled.

- Security: Security upgrades are planned for Olive Ridge (WA001000013), Jefferson Terrace (WA001000009), Tri-Court (WA001000031), and a number of Seattle Senior Housing Program buildings. The selection of buildings for security upgrades will be based on the ongoing security review conducted by a security consultant. Intercom systems will be replaced at ten Seattle Senior Housing Program buildings.

- Accessibility: Uniform Federal Accessibility Standard (UFAS) upgrades are scheduled for common areas in selected SSHP buildings in a first phase of work anticipate to extend throughout the portfolio. UFAS upgrades will be done to eleven units at Jefferson Terrace (WA001000009) and nine units at Tri-Court (WA001000031).

Interior Upgrades : Interior upgrades are scheduled for various scattered site single family units as well as two agency units (WA001000050 through WA001000057) and a number of Special Portfolio units.

House fans: 2017 will see the start of a program to replace bathroom fans with 24/7 fans in the Scattered Sites Portfolio (WA001000050 through WA001000057).

Other capital projects: Various small 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.

## Leasing information

In 2017, Seattle Housing Authority anticipates overall strong rates of leasing despite some challenges for both public housing and vouchers. The following tables represent projected utilization for vouchers and occupancy for Seattle Housing Authority-operated housing.

Planned Number of Households Served at the End of the Fiscal Year		
MTW Households to be Served Through:	Planned Number of Households to be Served*	Planned Number of Unit Months Occupied/Leased***
Federal MTW Public Housing Units to be Leased	5,680	68,159
Federal MTW Voucher (HCV) Units to be Utilized	9,119	109,429
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	442	5,304
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	1	6
<b>Total Households Projected to be Served</b>	<b>15,242</b>	<b>182,898</b>

\* Calculated by dividing the planned number of unit months occupied/leased by 12.  
 \*\* In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.  
 \*\*\* Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

We do not anticipate leasing difficulties for the vast majority of public housing units. Overall leasing rates are expected to remain high throughout Seattle Housing Authority’s public housing portfolios, with the exception of Yesler Terrace, where units will be taken off-line for redevelopment, and certain units that are difficult to lease. To address difficult to lease units, Seattle Housing Authority is proposing a new MTW leasing incentives activity (see Section III).

Leasing may be a challenge for vouchers in Seattle’s rental market, which is increasingly expensive and low in vacancies. Seattle Housing Authority has implemented several tactics to improve leasing success rates and increase opportunities for mobility, including raising voucher payment standards. In addition, Seattle Housing Authority continues to develop and implement strategies to help voucher holders lease successfully, including one on one search assistance with a housing counselor, deposit assistance, risk reduction funds, and participant education through a Leasing for Success workshop that provides participants with resources for their housing search such as a rental resume, templates for unit inquiries, and responses regarding potential rental barriers. Seattle Housing Authority’s proposed new Creating Moves to Opportunity MTW activity will also seek to address overall leasing success for families with children.

**Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions**

Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
Housing Choice Vouchers	<p>Seattle's competitive rental market and limited vacancies pose challenges to voucher holders. Other rental barriers, including eviction history, credit history, criminal history, and lack of resources for a deposit can make it even more difficult for households that must compete with other households in the private market as well. Seattle Housing Authority continues to develop and implement strategies to help voucher holders lease successfully, including one on one search assistance with a housing counselor, contracted services for housing search and deposit assistance as well as risk reduction funds, and participant education through a Leasing for Success workshop that provides participants with tangible resources to use in their housing search such as a rental resume, templates for unit inquiries, and responses regarding potential rental barriers.</p>
Local Non-Traditional	<p>Projected unit months for local non-traditional programs is expected to decrease significantly in 2017, as the Next Step program for young adults will be winding down in early 2017, with only two young adults continuing to receive subsidy through March 2017. Funding for rapid rehousing for families and single adults ceased at the end of 2015 with no further funding requested by the City of Seattle from Seattle Housing Authority for 2016 or 2017.</p>

**Reporting Compliance with Statutory MTW Requirements**

If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.

**SHA is in compliance with the three statutory objectives.**

**Waiting list information**

Seattle Housing Authority’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.

**Housing Choice Vouchers**

Seattle Housing Authority maintains a single tenant-based waiting list, which has been closed since 2015. As of the beginning of 2017, Seattle Housing Authority anticipates that approximately 100 households will remain on the tenant-based waiting list and estimates that these households will be issued a voucher in January or February of 2017. The agency plans to establish a new waiting list via a lottery in early 2017.

As of 2017 project-based voucher properties targeting homeless households will be served by the community’s coordinated entry programs, including consolidated waiting lists for families, young adults, and single adults. For programs serving populations other than homeless households, the project-based voucher properties operate their own site-specific waiting lists.

## **Seattle Housing Authority-operated housing**

Site-specific waiting lists are offered for all of Seattle Housing Authority's affordable housing properties. Most waiting lists are maintained centrally, by program, 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.

## **Anticipated waiting list changes**

Seattle Housing Authority anticipates that community need for public housing and vouchers will remain high in 2017. Most public housing waiting lists will remain open, and the waiting list for tenant-based vouchers will likely reopen in early 2017. The agency has convened a committee to consider possible changes to waiting list structures and processes, which could once identified be brought forward in 2017 or 2018. Seattle Housing Authority may create combined waiting lists for some SHA project-based properties. The agency may also create a preference or special waiting list for households "graduating" from permanent supportive housing in partnership with community-wide efforts to end homelessness.

**Wait List Information Projected for the Beginning of the Fiscal Year**

Housing Program(s) *	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
Federal MTW Public Housing Units (SHA Administered)	Site-Based	6,869	Partially Open	No
Federal MTW Public Housing Units (Service Agency Administered)	Site-Based	85	Open	N/A
Federal MTW Housing Choice Voucher Program (Tenant Based)	Community-Wide	1,320	Closed	Yes
Federal MTW Housing Choice Voucher Program (Project Based)	Site-Based	4,200	Partially Open	No

\* *Select Housing Program* : Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

\*\* *Select Wait List Types* : Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

\*\*\* For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

All public housing waiting lists administered by SHA are expected to remain open, except for Yesler Terrace.

Most project-based partners will be participating in coordinated entry rather than maintaining their own waiting lists as of 2017. Project-based programs that maintain their own waiting lists make their own decisions regarding when to open and close them. Seattle Housing Authority currently projects that the waiting lists for the following project-based programs will be open, but their status is subject to change at any time: A Place of Our Own, Aridell Mitchell, Bergan Place, Broadway Crossing, Pantages, Casa Pacifica, Colonial Gardens, Colwell, Council House, Community Psychiatric Clinic, Crestwood Place, Emerald City Commons, Haddon Hall, Hilltop House, Holden Manor, Nihonmachi Terrace, Opportunity Place, Park Place, Parker Apartments, South Shore Court, Starliter, Westwood Height East, and Views at Madison.

If Local, Non-Traditional Housing Program, please describe:

Muslim Housing Services, which is one of our community partners providing housing in SHA public housing units (categorized under Federal MTW Public Housing - Service Agency Administered and also considered local, non-traditional housing), maintains a waiting list. The waiting list is open and anticipated to remain open. Previously Seattle Housing Authority reported on waiting lists for straight tax credit units under local non-traditional housing programs. However as of Fall 2016 these programs will no longer maintain a waiting list and will instead work operate under a first come first serve policy for available units.

If Other Wait List Type, please describe:

N/A

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

N/A

### III. Proposed MTW Activities: HUD approval requested

This section provides information detailing proposed new uses of MTW authority, including evaluation criteria and specific waivers to be used.

#### New proposed MTW activities

##### Leasing Incentives

Lease incentives will help Seattle Housing Authority to lease public housing units promptly, minimizing the length of time that units are vacant and underutilized and allowing the agency to expeditiously address waiting list households. Incentives can be particularly effective for harder to lease units, including studios, and also help the agency to ensure compliance with leasing deadlines such as those associated with tax credit units. Once leased, the average public housing resident stays in their unit for seven years, representing a good return on the initial incentive.

With this activity Seattle Housing Authority will allow up to one month of rent as an incentive to encourage the leasing of a unit. This incentive may be provided as a tool for leasing studios or other harder to lease units, to meet LIHTC or other leasing deadlines, or to create or address a vacancy that is needed for other purposes. Leasing incentives will be offered on a case by case basis by unit, with the need to provide an incentive evaluated by the Senior Property Manager. While we are not proposing a cap for this activity, we anticipate that incentives will be needed infrequently, for fewer than 50 units per year.

<b>MTW Activity #5.P.05</b>	<b>Leasing Incentives:</b> Seattle Housing Authority may offer lease incentives to promote the leasing of a public housing unit.			
<b>Targeted MTW statutory objective</b>	<b>Cost Effectiveness:</b> Leasing incentives will allow Seattle Housing Authority to more promptly lease units that may otherwise be challenging, resulting in decreased vacancy times.			
<b>Schedule</b>	Seattle Housing Authority is ready to implement this activity immediately. Incentives will be offered on a case by case basis by unit, with need for the incentive evaluated by the Senior Property Manager.			
	<b>Metric</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Final Projected Outcome</b>
	CE1: Total cost of vacancy loss (lost rental revenue)	\$399,010	\$399,010 (adjusted for inflation)  (We expect that this activity will be needed infrequently and have little measurable impact among the more powerful influencers of	\$399,010 (adjusted for inflation)

			vacancy and rental revenue trends for all of our public housing units.)	
<b>Outcome Measures</b>	CE2: Total time to lease units	26,527 vacancy days (151,583 staff hours)	26,527 vacancy days (151,583 staff hours) (We expect that this activity will be needed infrequently and have little measurable impact among the more powerful influencers of vacancy trends for all our public housing units.)	26,527 vacancy days (151, 583 staff hours)
<b>Data sources</b>	SHA maintains detailed records of vacancy and leasing for all public housing units. Total unit vacancy days and vacancy loss excludes Yesler Terrace units, where vacancies are impacted by redevelopment, and units vacant at year end, where length of vacancy can not yet be calculated. Vacancy days are converted into staff hours by removing weekend days and assuming a 40 hour work week. Vacancy loss is calculated based on vacancy days and average rental revenue by portfolio.			
<b>Authorizations Cited</b>	MTW Agreement: Attachment C.C.6. This authorization is needed because providing lease incentives for units that would otherwise be underutilized requires the use of MTW authority.			

## IV. Approved MTW Activities: HUD approval previously granted

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

### Background

Seattle Housing Authority 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 are discovered, we will add them to subsequent plans or reports.

### MTW activities

MTW activities are overarching areas of reform that Seattle Housing Authority 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 most 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.

Seattle Housing Authority has developed 22 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 list of ongoing MTW activities that have been previously approved, with an update on any changes anticipated for 2017.

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

We await guidance from HUD stemming from the recently authorized Housing Opportunity through Modernization Act of 2016. Depending on the shape of that forthcoming guidance, Seattle Housing Authority may consider using existing MTW strategies as alternatives to new elements in the Act.

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 Seattle Housing Authority to move quickly to acquire, finance, develop, and remove public housing properties from its stock in an efficient, market-driven manner. MTW flexibilities allow the agency to respond to local market conditions and avoid delays related to HUD requirements and approval processes, which ultimately increases the number of affordable units that Seattle Housing Authority 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 Seattle Housing Authority to increase housing options as circumstances arise.

#### **2017 Updates**

Seattle Housing Authority is exploring strategies to improve the efficiency of the scattered site portfolio, which may include the removal and/or redevelopment of up to 25 scattered site units, as well as dispositions related to

mixed finance rehabilitation at Longfellow Court Apartments, Roxhill Court, and Wisteria Court. We will also dispose of units and land at Yesler Terrace as part of Choice Neighborhoods redevelopment.

MTW strategies 1.P.04 and 1.P.05, which allow streamlined processes for mixed-finance closings, demolition, and disposition, are inactive due to HUD’s unwillingness to honor them despite HUD’s previous approval and inclusion of the strategies in subsequent plans.

**Changes in Authorization, Metrics, Baselines, or Benchmarks**

No changes are anticipated.

**Previously Approved Strategies**

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
<b>Public Housing Strategies</b>					
1.P.01	Design guidelines: Seattle Housing Authority may establish reasonable, modest design guidelines, unit size guidelines and unit amenity guidelines for development and redevelopment activities.	1999 MTW Agreement	Has not yet been needed	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 yet been needed	Inactive	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

## MTW Activity #3 - Inspection Protocol

### Status

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

### Description

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

### 2017 Updates

Seattle Housing Authority is currently discussing training and staffing structures that would enable the agency to implement MTW Strategy #3.A.01, avoiding duplication in inspections by using other recent inspections completed for agencies such as the Washington State Housing Finance Commission and the Seattle Office of Housing. This will likely be implemented in 2018.

With the introduction of UPCS-V, Seattle Housing Authority may apply our existing authority under 3.A.03 for local inspection protocol, which includes interchangeable use of HQS/UPCS, in order to continue to use HQS for Housing Choice Voucher inspections in 2017.

Seattle Housing Authority is also exploring optimization of the inspections schedule for greater efficiency, which may result in some inspections occurring more than two years apart under 3.A.03.

### Changes in Authorization, Metrics, Baselines, or Benchmarks

No changes are anticipated.

### Previously Approved Strategies

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
<b>Agency-wide Strategies</b>					
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 development	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	1999 MTW Plan	2003	Active	None

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
<b>Voucher Strategies</b>					
3.H.01	Inspect Seattle Housing Authority-owned properties: Allows Seattle Housing Authority staff, rather than a third party entity, to complete inspections of Seattle Housing Authority 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

## MTW Activity #5 – Local Leases

### Status

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

### Description

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

### 2017 Updates

We anticipate no changes in this activity.

### Changes in Authorization, Metrics, Baselines, or Benchmarks

No changes are anticipated.

## Previously Approved Strategies

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
<b>Agency-wide Strategies</b>					
5.A.01	Self-sufficiency requirement: All households receiving subsidy from Seattle Housing Authority (public housing or voucher) in HOPE VI communities must participate in self-sufficiency activities.	1999 MTW Plan	1999	Active	None
<b>Public Housing Strategies</b>					
5.P.01	Local lease: Seattle Housing Authority 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: Seattle Housing Authority 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

## MTW Activity #8 – Special Purpose Housing Use

### Status

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

### Description

Seattle Housing Authority 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, Seattle Housing Authority is able to make affordable housing available to households that would

not likely be admitted in traditional public housing units. With this program Seattle Housing Authority 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.

**2017 Updates**

No changes are anticipated.

**Changes in Authorization, Metrics, Baselines, or Benchmarks**

No changes are anticipated.

**Previously Approved Strategies**

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
<b>Agency-wide Strategies</b>					
8.A.01	Conditional housing: Housing program for those who do not currently quite meet Seattle Housing Authority's minimum qualifications	8.A.01	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	Inactive	None
8.A.03	Service enriched housing: With the help of key partners, Seattle Housing Authority may develop supportive housing communities.	2001 MTW Plan	Has not been implemented	Inactive	None
<b>Public Housing Strategies</b>					
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

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
8.P.03	Designate LIPH units for specific purposes/ populations: Seattle Housing Authority may designate properties/units for specific purposes such as elderly or smoke-free.	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

## MTW Activity #9 - Project-based Program

### Status

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

### Description

Seattle Housing Authority uses MTW to develop and implement a local project-based program, providing vouchers to subsidize units in Seattle Housing Authority-owned and non-profit-owned properties throughout Seattle. Seattle Housing Authority'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 Seattle Housing Authority'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 Seattle Housing Authority staff, streamlining admissions, and non-competitively allocating subsidies to Seattle Housing Authority units. Project-based program strategies also make contract terms consistent with requirements for other leveraged funding sources.

## 2017 Updates

As part of streamlined applications processes for project-based vouchers (9.H.12), in 2017 Seattle Housing Authority is considering centralizing admissions and waiting list processes for selected project-based vouchers at Seattle Housing Authority properties.

## Changes in Authorization, Metrics, Baselines, or Benchmarks

No changes are anticipated for this activity.

## Previously Approved Strategies

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modification, or Additions to Authorizations
<b>Voucher Strategies</b>					
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 Seattle Housing Authority controlled units.	2000 MTW Plan	2000	Active	None

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modification, or Additions to Authorizations
9.H.08	Owners may conduct new and turnover inspections: Seattle Housing Authority 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% 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% of income: Project-based participants can not pay more than 30% of their adjusted income for rent and utilities.	2000 MTW Plan	2000	Inactive	None
9.H.12	Streamlined admissions: Streamline applications process for project-based HCV units.	2000 MTW Plan	2000	Active	See above
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 Seattle Housing Authority units: Allows higher than Voucher Payment Standard for Seattle Housing Authority-operated project-based units if needed to support the project budget (while still taking into account rent reasonableness).	2004 MTW Plan	2004	Active	None

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modification, or Additions to Authorizations
9.H.15	Subsidy cap in replacement units: Cap subsidy at levels affordable to households at 30% AMI in project-based HOPE VI replacement units where Seattle Housing Authority 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: Seattle Housing Authority 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 behalf through the COPES system	2012 MTW Plan	Prior to MTW participation	Active	None

## **MTW Activity #10 – Local Rent Policy**

### **Status**

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

### **Description**

Seattle Housing Authority'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.

### **2017 Updates**

As described in our 2016 Plan, SHA has been examining our local processes in determining Voucher Payment Standards and rent reasonableness, including discussions throughout the agency and with community partners. In order to respond effectively to the highly competitive local housing market, we plan to continue to use multiple local factors and data sources when analyzing adjustments and in 2017 may differentiate standards for payment and rent reasonableness for vouchers used in market-rate rather than affordable housing properties, which would support voucher holders' buying power as well as reflect differences in cost and objectives.

In addition, SHA is planning to implement streamlined rent reasonableness for project-based vouchers (10.H.09) in 2017. Rather than responding individually to annual rent increase requests from our project-based agencies, SHA will automatically implement annual increases, which we plan to base on the operating cost adjustment factor (OCAF) established by HUD for multifamily programs (excluding any OCAF adjustments that would result in a decrease). We believe this will not only increase efficiency and consistency in the process, but will also increase equity, as increases will become automatic rather than dependent on the agency's understanding and initiative in instigating the process.

As previously discussed with HUD, because SHA does not offer flat rents under existing MTW strategy 10.P.18, we will be retaining the previous approach to calculating rent for mixed citizenship households rather than moving to the approach described in Notice PIH 2016-5. This means that Seattle Housing Authority will continue to use the 95<sup>th</sup> percentile rent rather than a flat rent in the rent calculation for mixed citizenship households. In the rare cases of mixed citizenship families whose calculated Total Tenant Payment is higher than the results of the rent calculation, we will use the Total Tenant Payment.

### **Changes in Authorization, Metrics, Baselines, or Benchmarks**

No changes are anticipated for this activity.

## 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: Seattle Housing Authority 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% of household income.	2000 MTW Plan	2005	Active	None
10.H.02	Rent cap-use gross income: Rent burden calculated on 40% of Gross Income, up from HUD's standard 30% of Adjusted Income.	2000 MTW Plan	2005	Active	None
10.H.03	Rent Reasonableness at Seattle Housing Authority owned units: Allows Seattle Housing Authority staff to perform Rent Reasonable determination for Seattle Housing Authority owned units.	2000 MTW Plan	2000	Active	None
10.H.04	Payment standard: Seattle Housing Authority may develop local voucher payment standards.	2003 MTW Plan	2002	Active	See above
10.H.05	Absolute minimum rent: The minimum rent for all residents will be established annually by Seattle Housing Authority. 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: Seattle Housing Authority may use the studio payment standard for SRO units.	2003 MTW Plan	2003	Active	None

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
10.H.07	Tenant-based self-sufficiency incentives: Rent policies to foster self-sufficiency among employable households, including income disregards proportional to payroll tax; allowances for employment-related expenses; intensive employment services coupled with time limits; locally-defined hardship waivers.	2005 MTW Plan	Has not been implemented	Inactive	None
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 Seattle Housing Authority to streamline rent reasonable determinations.	2006 MTW Plan	Has not been implemented	Under development	See above
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: Seattle Housing Authority 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

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
10.H.13	Streamlined medical deduction: Seattle Housing Authority 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
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% 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

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
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: Seattle Housing Authority 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: Seattle Housing Authority 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

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
10.P.15	Utility allowance-frequency of utility allowance updates: Seattle Housing Authority may revise the schedule for reviewing and updating utility allowances due to fluctuations in utility rates to no more than annually.	2009 MTW Plan	2010	Active	None
10.P.16	Utility allowance-local benchmark: Seattle Housing Authority 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 four 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: Seattle Housing Authority does not offer tenants the choice of "flat rents" as required of non-MTW agencies.	2000 MTW Plan	2001	Active	None
10.P.19 (formerly 10.P.17)	Asset income threshold: Seattle Housing Authority 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.	2013 MTW Plan	2013	Active	None
10.P.21	Market rate rent: Seattle Housing Authority may charge market rate rent as a penalty for noncompliance with the annual review process.	2005 MTW Plan	2005	Active	None

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
10.P.22	Delay in rent increase for newly employed households: Seattle Housing Authority 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 30 percent of gross business income without further validation of deductions.	2015 MTW Plan	2015	Active	None

## MTW Activity #11 – Resource Conservation

### Status

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

### Description

Seattle Housing Authority’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 conservation 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.

### 2017 Updates

We anticipate no changes in this activity.

### Changes in Authorization, Metrics, Baselines, or Benchmarks

No changes are anticipated.

**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

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

**Status**

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

**Description**

Seattle Housing Authority’s waiting list, preferences, and admission strategies have two primary objectives: to increase efficiencies and to facilitate partnerships with agencies that provide supportive services. Seattle Housing Authority’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.

**2017 Updates**

Seattle Housing Authority plans to use MTW activity #12.H.03 to create a special issuance category of vouchers for a pilot program for families with young children. This special issuance category may be established through a supplemental waiting list created from the general lottery registration pool that will be conducted for Housing Choice Vouchers in 2017. This special program, called Creating Moves to Opportunity, is a partnership between housing authorities and researchers designed to help housing authorities explore how vouchers paired with supports and services can empower families to lease and maintain housing in opportunity areas.

**Changes in Authorization, Metrics, Baselines, or Benchmarks**

No changes are anticipated.

## Previously Approved Strategies

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
<b>Agency-wide Strategies</b>					
12.A.01	Local preferences: Seattle Housing Authority may establish local preferences for federal housing programs.	2002 MTW Plan	2002	Not currently needed	None
<b>Voucher Strategies</b>					
12.H.01	Recategorized as 9.H.20. See Activity #9.				
12.H.02	Voucher distribution through service provider agencies: Up to 30% of Seattle Housing Authority's tenant-based vouchers may be made available to local nonprofits, transitional housing providers, and divisions of local government that provide direct services for use by their clients without regard to their client's position on Seattle Housing Authority's waiting list.	2000 MTW Plan	2002	Active	None
12.H.03	Special issuance vouchers: Establish a "special issuance" category of vouchers to address circumstances where timely issuance of vouchers can prevent homelessness or rent burden.	2003 MTW Plan	2003	Active	None
12.H.04	Admit applicants owing Seattle Housing Authority money: Provide voucher assistance to households owing Seattle Housing Authority 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

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
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
<b>Public Housing Strategies</b>					
12.P.01	Site-based waiting lists: Applicants can choose from several site-specific and/or next available waiting lists.	1999 MTW Plan	1999	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 units or properties, such as service enriched units.	2008 MTW Plan	Has not been implemented (except for the agency units governed by 8.P.01)	Inactive	None
12.P.06	Seattle Senior Housing Program (SSHP) Waiting List Policy: Seattle Housing Authority 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

## MTW Activity #13 – Homeownership and Graduation from Subsidy

### Status

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

### Description

Seattle Housing Authority 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 a savings match pilot program, as well as End of Participation clocks for households whose income has increased to the point where they no longer require substantial subsidy.

### 2017 Updates

Implementation of 13.P.01, which ends participation in public housing for higher income households in mixed-income communities, may require that units are placed temporarily in Non-Dwelling MTW Neighborhood or Occupied – Non-Assisted Tenant Over Income status in PIC until a unit without public housing subsidy becomes available to switch the public housing designation. Seattle Housing Authority and HUD will continue to discuss the most appropriate designation for units in this situation.

### Changes in Authorization, Metrics, Baselines, or Benchmarks

No changes are anticipated.

### 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	Active	None
Voucher Strategies					
13.H.01	Monthly mortgage assistance: Seattle Housing Authority may develop a homeownership program that includes a monthly mortgage subsidy.	2008 MTW Plan	Has not been implemented	Inactive	None

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
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
<b>Public Housing Strategies</b>					
13.P.01	End of Participation for higher income households in mixed-income communities: In mixed-income communities, Seattle Housing Authority will remove subsidy when household income exceeds the established limit for six months.	2012 MTW Plan	2016	Active	None

## 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, Seattle Housing Authority 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, units) within the same community makes sense and reduces costs by eliminating redundancies, including duplicative rent reviews and inspections. It also avoids unnecessary disparities between tenants of the two different types of units. Seattle Housing Authority’s current implementation of this activity allows for all units subsidized by project-based housing choice vouchers to be operated just like public housing subsidized units in communities that receive both types of subsidy. This streamlined approach includes acceptance of slight differences (generally less than \$1) in rent calculation caused by different data systems of record for vouchers and public housing.

### 2017 Updates

We anticipate no changes in this activity.

### Changes in Authorization, Metrics, Baselines, or Benchmarks

No changes are anticipated.

## 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 project-based vouchers and public housing in communities operating both subsidy types.	2008 MTW Plan	2008	Active	None

## MTW Activity #18 – Short-Term Assistance

### Status

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

### Description

Seattle Housing Authority 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.

Seattle Housing Authority’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.

### 2017 Updates

In 2017 the Next Step program, which provides short-term assistance for young adults, will be winding down, with only two young adults continuing to receive subsidy. We anticipate that Seattle Housing Authority’s subsidy for this program will end in early 2017.

### Changes in Authorization, Metrics, Baselines, or Benchmarks

No changes are anticipated.

## Previously Approved Strategies

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
<b>Agency-wide Strategies</b>					
18.A.01	Interagency Domestic Violence Transfer Program: Seattle Housing Authority 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: Seattle Housing Authority 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
<b>Voucher Strategies</b>					
18.H.01	Short-Term Rental Assistance: Seattle Housing Authority may provide funding for short-term shallow rental assistance through cooperative community initiatives to help families, students, adults, and youth obtain and retain housing.	2013 MTW Plan	2013	Active	None

## MTW Activity #19 – Mobility and Portability

### Status

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

### Description

Seattle Housing Authority 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. Seattle Housing Authority also maintains MTW authority for a strategy aimed as cost effectiveness that would allow Seattle Housing Authority 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 Seattle Housing Authority’s jurisdiction.

## 2017 Updates

Seattle Housing Authority may extend moving cost assistance, landlord engagement, and both financial and counseling support under MTW Activity 19.H.02 to support a pilot program, Creating Moves to Opportunity, designed to increase access to private market rental housing in opportunity neighborhoods where there are advantages for families with children, including access supplements to improve buying power in targeted opportunity neighborhoods. The supplements will likely vary based on bedroom size and be limited to designated opportunity neighborhoods.

## Changes in Authorization, Metrics, Baselines, or Benchmarks

No changes are anticipated.

## Previously Approved Strategies

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
<b>Agency-wide Strategies</b>					
19.H.01	Limiting portability in high cost areas: Seattle Housing Authority may deny requests for portability moves to another jurisdiction when the receiving housing authority intends to administer rather than absorb the voucher and the resulting payment standard would be higher than Seattle Housing Authority's payment standard.	2013 MTW Plan	Has not been implemented	Inactive	None
19.H.02	Housing choice moving cost assistance and support: Seattle Housing Authority may develop a program for voucher households to provide assistance with housing search, deposits and similar costs, and outreach and incentives for landlord participation such as risk reduction funds.	2014 MTW Plan	2015	Active	None
Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
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

## 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

Seattle Housing Authority 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. Seattle Housing Authority follows applicable requirements regarding local non-traditional use of MTW funds.

### 2017 Updates

No changes are anticipated.

### Changes in Authorization, Metrics, Baselines, or Benchmarks

No changes are anticipated.

### 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: Seattle Housing Authority may use Block Grant funds to develop, capital improve, and maintain and operate affordable housing outside of the traditional public housing and voucher programs.	2013 MTW Plan	2011	Active	None

## 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. Seattle Housing Authority is partnering 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 will provide 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 will 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. Seattle Housing Authority may require that participating families remain within the school neighborhood in order to retain their housing assistance.

**2017 Updates**

The pilot initiative at Bailey Gatzert Elementary School began in September 2016, including a commitment to place the first homeless family in a SHA unit by the end of the month and the release of an RFP to select a service provider.

**Changes in Authorization, Metrics, Baselines, or Benchmarks**

No changes are anticipated.

**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: Seattle Housing Authority may provide housing assistance for homeless or unstably housed low-income families with children at selected neighborhood schools.	2016 MTW Plan	2016	Active	None

# Not Yet Implemented MTW Activities

## MTW Activity #2 – Family Self-Sufficiency Program

### Status

Under development - First included in the 1999 MTW Annual Plan.

### Description

Seattle Housing Authority'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 selection criteria, contract terms, and escrow calculation methods.

### 2017 Updates

Seattle Housing Authority is currently developing procedures to implement MTW strategy 2.A.07, which allows for up to 100 percent of FSS enrollments to be selected by local preferences, particularly through referrals from service agency partners. Seattle Housing Authority plans to market this preference to service providers and conduct outreach on the benefits of the FSS program for their participants. Seattle Housing Authority is also developing an implementation plan to pilot 2.A.03, use of local policies for determining escrow calculation, deposits, and withdrawals, with private funds. If the pilot proves successful, Seattle Housing Authority may expand the approach to the FSS program in 2017.

Seattle Housing Authority is also considering implementing three previously inactive MTW strategies for the FSS program:

- 2.A.04: FSS participation contract: Locally designed contract terms including length, extensions, interim goals, and graduation requirements.
- 2.A.06: FSS program incentives: Provide incentives to participants who do not receive escrow deposits, including program offerings for non-heads of household and other members not enrolled in HUD's FSS program.

### Changes in Authorization, Metrics, Baselines, or Benchmarks

No changes are anticipated.

## Previously Approved Strategies

Strategy	Description	First Identified	First Implemented	Current Status	Anticipated Changes, Modifications, or Additions to Authorizations
<b>Agency-wide Strategies</b>					
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	Has not been implemented	Under development	None
2.A.04	FSS participation contract: Locally designed contract terms including length, extensions, interim goals, and graduation requirements.	2007 MTW Plan	Has not been implemented	Under development	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 not required)	Inactive	None
2.A.06	FSS program incentives: Provide incentives to participants 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	Has not been implemented	Under development	None
2.A.07	FSS selection preferences: Up to 100% of FSS enrollments may be selected by local preferences.	2007 MTW Plan	Has not been implemented	Under development	None

## Timeline for Implementation

Seattle Housing Authority anticipates that these changes may be implemented in 2017 or 2018, depending on the results of discussions with our Board, staff, participants, and community members.

## MTW Activity #21 – Self Sufficiency Assessment and Planning

### Status

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

### Description

Seattle Housing Authority, in partnership with several local workforce, education, and training providers, has developed a program known as the Workforce Opportunity System pilot. This program is designed to connect current and wait-listed households with education, employment, and financial literacy services.

With this MTW activity, Seattle Housing Authority maintains the authority to make participation in the program mandatory for work-able adults, in order to develop a self-sufficiency assessment and plan. However, at this time participation in the program is voluntary and therefore the activity is considered inactive, despite the successful launch of the pilot program.

### 2017 Updates

Seattle Housing Authority launched the Workforce Opportunity System pilot in 2015 and has received positive feedback from participants. Participation in the pilot program has been wholly voluntary in 2015 and 2016. In late 2015, SHA began automatically enrolling participants to attend a program orientation. (Despite automatic enrollment, participation is voluntary as there is no penalty for households that decline or fail to attend the program.) The participants automatically enrolled include residents between 18 and 61 without documented disabilities who are new move-ins or who are experiencing an interim or annual review. Participation has improved with the addition of automatic enrollment and Seattle Housing Authority has now engaged over 600 residents since the program’s inception. Seattle Housing Authority continues to assess the potential pros and cons of voluntary and mandatory participation to determine which approach is most beneficial. In late 2016 and early 2017, Seattle Housing Authority will be piloting some additional targeted outreach and recruitment efforts to support the automatic enrollment strategy. The agency will continue to monitor enrollment and participation and may make changes such as requiring mandatory participation based on those results.

### Changes in Authorization, Metrics, Baselines, or Metrics

No changes are anticipated.

### 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 implemented	None

## Timeline for Implementation

Seattle Housing Authority will continue to monitor enrollment in order to assess whether implementation will be needed in 2017.

## 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

Seattle Housing Authority’s MTW investment policies give the agency greater freedom to pursue additional opportunities to build revenue by making investments allowable under Washington State’s investment policies in addition to HUD’s investment policies. Each year, Seattle Housing Authority assesses potential investments and makes a decision about whether this MTW flexibility will be needed.

#### 2017 Updates

Seattle Housing Authority annually assesses potential investments to determine which investment policies are most beneficial. For 2017 this assessment will include whether SHA’s existing MTW authority is needed in order for Seattle Housing Authority to continue in the state’s Local Government Investment Pool. If so, this activity will be updated and reported on in the 2017 MTW Report.

#### Changes in Authorization, Metrics, Baselines, or Metrics

No changes are anticipated.

#### 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: Seattle Housing Authority may replace HUD investment policies with Washington State investment policies.	1999 MTW Plan	1999	On Hold	None

# Closed Out Activities

## MTW Activity #6: MTW Block Grant and Fungibility

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

While Seattle Housing Authority 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: Seattle Housing Authority 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: Seattle Housing Authority 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 Seattle Housing Authority's participation as an MTW agency, this activity may be considered closed out as of 2011, which was the last year that Seattle Housing Authority reported on it as a separate activity. HUD no longer allows Seattle Housing Authority 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 Seattle Housing Authority'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 Seattle Housing Authority.
- Procurement policies: Adopt alternative procurement system that is competitive, and results in Seattle Housing Authority 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 Seattle Housing Authority reported on it as a separate activity.

## **MTW Activity #14 – Related Nonprofits**

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

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

Previously approved strategies for this activity were:

- Related non-profit contracts: Seattle Housing Authority may enter into contracts with any related nonprofit.

This activity may be considered closed out as of 2013. Seattle Housing Authority 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 Seattle Housing Authority 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 Seattle Housing Authority 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.

Seattle Housing Authority 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. Seattle Housing Authority 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 Seattle Housing Authority 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 describes the agency’s projected revenues and expenditures for MTW funds for 2017, local asset management program, and use of MTW Block Grant single fund flexibility.

### Sources and uses of MTW funds

The following table summarizes estimated MTW sources of funds for 2017 by Financial Data Schedule (FDS) line item, as required by HUD guidance on MTW plans and reports.

Estimated Sources of MTW Funding for the Fiscal Year		
PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.		
Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$16,078,500
70600	HUD PHA Operating Grants	\$146,598,000
70610	Capital Funding	\$11,634,000
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$4,500
71100+72000	Interest Income	\$51,500
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	\$1,646,000
	<b>Total Revenue</b>	<b>\$176,012,500</b>

The following table on Estimated Uses of MTW Funding summarizes estimated MTW expenditures for 2017 by FDS line item. The summary of expenditures reflects the FDS format prescribed by HUD and does not include capital expenses, which account for approximately \$14.5 million. Seattle Housing Authority budgets all capital funds to account for activity not presented in these tables. In addition, the Uses table does not include \$17.9 million that Seattle Housing Authority plans to spend on programs and services for voucher and public housing participants, such as supportive and self-sufficiency services, parks operations in low income communities, and planning for and development of low income housing (which are described in the single fund flexibility section that follows). The Uses table also does not capture over \$0.8 million for required replacement reserve contributions.

### Estimated Uses of MTW Funding for the Fiscal Year

PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$23,717,000
91300+91310+92000	Management Fee Expense	\$5,153,000
91810	Allocated Overhead	\$0
92500 (92100+92200+92300+92400)	Total Tenant Services	\$385,000
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$6,032,500
93500+93700	Labor	
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$13,177,000
95000 (95100+95200+95300+95500)	Total Protective Services	\$646,000
96100 (96110+96120+96130+96140)	Total insurance Premiums	\$1,617,000
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$1,027,000
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$0
97100+97200	Total Extraordinary Maintenance	\$495,000
97300+97350	Housing Assistance Payments + HAP Portability-In	\$89,569,000
97400	Depreciation Expense	
97500+97600+97700+97800	All Other Expenses	
	<b>Total Expenses</b>	<b>\$141,818,500</b>

### Local Asset Management Program

Seattle Housing Authority has implemented a local asset management program (LAMP) since the inception of its MTW participation. The agency submitted the LAMP in its HUD-approved 2010 MTW Annual Plan; see Appendix A for a full copy of the detailed LAMP. Seattle Housing Authority continues to implement the local asset management program and no significant changes have been made to Seattle Housing's LAMP. However, Seattle Housing Authority updated its Indirect Service Fees (see below) which conforms to the newly recently adopted Office of Management and Budget (OMB) Super Circular Part 200 that supersedes A-87.

Seattle Housing Authority has created a Central Services Operating Center (CSOC) to reflect the agency's indirect services that complies with the OMB Super Circular Part 200 requirements, but differs from HUD's prescribed

options, in the manner described in the LAMP. SHA’s implementation of the indirect services charges is expressed as the CSOC fee or Indirect Service Fee (IDSF).

Seattle Housing Authority’s IDSF is more comprehensive than HUD’s asset management system. HUD’s asset management and fee for service systems focus only on a fee for service at the public housing property level. Seattle Housing Authority’s LAMP is broader and includes local housing and other activities not found in traditional HUD programs. Seattle’s IDSF is based on anticipated indirect costs for the fiscal year. The fee is updated each year as part of the annual budget process. Pursuant to the requirements of OMB Super Circular Part 200, the IDSF is determined in a reasonable and consistent manner based on projected total units and leased vouchers. Thus, the IDSF is calculated as a per-housing-unit or per-leased-voucher fee per month charged to each program. For the 2017 budget, the per-unit-month (PUM) cost for housing units is \$50.67 and for leased vouchers is \$19.53.

B. MTW Plan: Local Asset Management Plan	
Is the PHA allocating costs within statute?	Yes
Is the PHA implementing a local asset management plan (LAMP)?	Yes
<p>If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.</p>	
Has the PHA provided a LAMP in the appendix?	Yes
<p><b>No significant changes to the Local Asset Management Plan are anticipated. Seattle Housing Authority is in compliance with our MTW contract requirements and OMB directives.</b></p>	

### Single-fund flexibility

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

The agency analyzes its housing, rental assistance, community service, administrative, and capital needs on an annual basis 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 housing and administrative programs. This enables the agency to balance the mix of housing types, services, capital investments, and administrative support to different low-income housing residents and different low-income housing programs. 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, and services for Low Income Public Housing and Housing Choice Voucher participants. Examples are:

- Community supportive services, such as youth tutoring; aging in place services, mental health case management, visiting nurse services for elderly and disabled clients; computer labs and training for residents; education, training, job referrals, combined learning, and community betterment activities for high school youth; and health and wellness programs for all age groups
- Parks and open space that provide our low-income communities with play opportunities for children, active sports activity 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 low income people with incomes under 80 percent of the area median income

The MTW Block Grant has also enabled Seattle Housing Authority to:

- Continue addressing some of the most urgent capital needs in both MTW communities and other local housing programs with Housing Choice Vouchers and Low Income Public Housing units
- Augment reserves in low income housing programs that serve Housing Choice Voucher and public housing residents
- Develop and evaluate a pilot program to serve homeless families of school aged children
- Create an economic advancement program for our residents and voucher holders so that they can obtain living wage employment and move out of subsidized housing

For 2017, Seattle Housing Authority plans to use MTW Block Grant funding flexibility of approximately \$17.9 million for the purposes previously outlined. The two largest MTW Block Grant uses are related to community and supportive services (\$6.0 million); and planning and redevelopment of public housing (\$10.8 million).

### **Replacement Housing Factor (RHF) Funding**

Seattle Housing Authority estimates that in 2017 it will receive approximately \$100,000 in Replacement Housing Factor (RHF) funding. RHF expenditures will exceed that amount and will be used for Yesler Terrace redevelopment as part of our Choice Neighborhoods Initiative and other low income housing development. For more information, see Seattle Housing Authority's RHF plan in Appendix B.

## **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**

On October 17, 2016, the Board of Commissioners passed a resolution to approve this plan. The resolution approving the plan and certification of compliance with regulations are provided as a separate attachment.

### **Public Review**

The public comment period for the MTW Plan began on August 31, 2016 and continued through September 30, 2016. A public hearing was held on September 16, 2016 at 10:00 am at the Central Office at 190 Queen Anne Avenue N. Six residents attended and three residents presented testimony at the public hearing.

### **Agency-directed evaluations**

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

### **Capital Fund Annual Statement/Performance and Evaluation Report**

This report is provided in Appendix C.

# Appendix A – Local Asset Management Plan

*This is a republishing of Seattle Housing Authority’s LAMP, originally submitted as Appendix A of the 2010 MTW Plan*

## I. Introduction

The First Amendment to the Amended and Restated Moving to Work (MTW) Agreement (“First Amendment”) allows the Seattle Housing Authority (Seattle Housing Authority or the Authority) to develop a local asset management program (LAMP) for its Public Housing Program. The agency is to describe its LAMP in its next 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, Seattle Housing Authority agreed its cost accounting and financial reporting methods would comply with federal Office of Management and Budget (OMB) Circular A-87 and agreed to describe its cost accounting plan as part of its LAMP, including how the indirect service fee is determined and applied. The materials herein fulfill Seattle Housing Authority’s commitments.

## II. Framework for Seattle Housing Authority’s Local Asset Management Program

### A. Mission and Values

Seattle Housing Authority was established by the City of Seattle under State of Washington enabling legislation in 1939. Seattle Housing Authority provides affordable housing to about 26,000 low-income people in Seattle, through units Seattle Housing Authority owns and operates or for which Seattle Housing Authority 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. Seattle Housing Authority is also an active developer of low-income housing to redevelop communities and to rehabilitate and preserve existing assets. Seattle Housing Authority operates according to the following Mission and Values:

#### ***Our Mission***

*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-income.*

#### ***Our Values***

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

Seattle Housing Authority 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 Terrace in Central Seattle. In the past fifteen years, Seattle Housing Authority has undertaken redevelopment or rehabilitation of three of our four family communities and 21 of our public housing high-rise buildings, using mixed financing with low-income housing tax credit limited partnerships.

Seattle Housing Authority has approximately 590 employees and a total projected operating and capital budget of \$220 million for Calendar Year 2010.

## B. Overarching Policy and Cost Objectives

Seattle Housing Authority'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 Seattle Housing Authority's Local Asset Management Program (LAMP) our mission and values have served as the foundation of our policy/cost objectives and the key guiding principles that underpin Seattle Housing Authority's LAMP.

Consistent with requirements and definitions of OMB Circular A-87, Seattle Housing Authority's LAMP is led by three overarching policy/cost objectives:

- ◇ ***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.
- ◇ ***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.
- ◇ ***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.

## C. Local Asset Management Program – Eight Guiding Principles

Over time and with extensive experience, these cost objectives have led Seattle Housing Authority 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, Seattle Housing Authority 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 Seattle Housing Authority'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 Seattle Housing Authority offers. We also consider it Seattle Housing Authority'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 own and 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 Seattle Housing Authority's involvement in a community-wide network of public, nonprofit, 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 + services program city and county-wide. So, not only is Seattle Housing Authority's LAMP designed to create a cohesive whole of Seattle Housing Authority 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, Seattle Housing Authority will operate a robust project and portfolio-based budgeting, management, and reporting system of accountability.***

Seattle Housing Authority has operated a property/project-based management, budgeting, accounting, and reporting system for the past decade. 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 or housing program managers, with Seattle Housing Authority's Asset Management Team.

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

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

A key element of Seattle Housing Authority's LAMP is the Asset Management Team (AM Team) comprised of upper and property management staff from housing operations, asset management, property services, executive, legal, finance and budget, community services, communications, and rental assistance. This interdisciplinary AM Team meets 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; and.
- 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 the Authority and residents reap the maximum benefits of cost-effective economies of scale, certain direct functions will be provided centrally.***

Over time, Seattle Housing Authority has developed a balance of on-site capacity to perform property manager, resident manager and basic maintenance/handyman services, with asset preservation services performed by a central capacity of trades and specialty staff. Seattle Housing Authority'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, Seattle Housing Authority 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 Seattle Housing Authority's indirect services fee.

***(5) Seattle Housing Authority will optimize direct service dollars for resident/tenant supportive services by waiving indirect costs that would otherwise be born 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 Seattle Housing Authority 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;
- Seattle Housing Authority 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;
- Seattle Housing Authority'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.
- 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) *Seattle Housing Authority 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) *Seattle Housing Authority 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 measureable basis. This is true for information technology services and for Fleet Management services. The costs of information technology services are distributed based on numbers of personal computers, "thin clients", and printers; the fees differentiate the operating costs of these equipment

items and provide incentives for shared equipment use for printers and use of the lower cost thin client computers.

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

Seattle Housing Authority flexibility to use MTW Block Grant resources to support its low-income housing programs is central to our Local Asset Management Program (LAMP). Seattle Housing Authority 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 Seattle Housing Authority to balance the mix of housing types and services to different low-income housing programs and different groups of low-income residents. It enables Seattle Housing Authority 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. Seattle Housing Authority's Local Asset Management Program (LAMP) Implementation**

#### **A. Comprehensive Operations**

Consistent with the guiding principles above, a fundamental driver of Seattle Housing Authority's LAMP is its application comprehensively to the totality of Seattle Housing Authority's MTW program. Seattle Housing Authority's use of MTW resource and regulatory flexibility and Seattle Housing Authority'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 Seattle Housing Authority's housing programs and activities to create the whole that best addresses our needs at the time.

Seattle Housing Authority'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 Seattle Housing Authority's comprehensive operations, which include other housing programs, business activities, and component units.

## **B. 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 Seattle Housing Authority'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 Seattle Housing Authority 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. 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.

## **C. Cost Allocation Approach**

### *Classification of Costs*

Under OMB Circular A-87, there is no 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, either as a direct or an indirect cost. Consistent with OMB Circular A-87 cost principles, Seattle Housing Authority 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*

OMB Circular A-87 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 Seattle Housing Authority's LAMP are the three overarching policy/cost objectives described earlier:

- Cost Effective Affordable Housing;
- Housing Opportunities and Choice; and,
- 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.

### ***Seattle Housing Authority Direct Costs***

OMB Circular A-87 defines direct costs as follows: *Direct costs are those that can be identified specifically with a particular final cost objective.* Seattle Housing Authority'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 Seattle Housing Authority-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, 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 Seattle Housing Authority-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 Seattle Housing Authority receives grants
- Direct Finance staff costs
- Direct area administration staff costs

### ***Seattle Housing Authority Indirect Costs***

OMB Circular A-87 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.* Seattle Housing Authority's indirect costs include, but are not limited to:

- Executive
- Communications
- Most of Legal
- Development
- Finance
- Purchasing
- Human Resources
- Housing Finance and Asset Management
- Administration staff and related expenses of the Housing Operations and Rental Assistance Departments that cannot be identified to a specific cost objective.

### ***Seattle Housing Authority Indirect Service Fee – Base, Derivation and Allocation***

Seattle Housing Authority has established an Indirect Services Fee (IS; ISF) based on anticipated indirect costs for the fiscal year. Per the requirements of OMB Circular A-87, 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.

### ***Equitable Distribution Base***

According to OMB Circular A-87, *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.* Seattle Housing Authority 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 Seattle Housing Authority 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 OMB Circular A-87, 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. Seattle Housing Authority 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, Seattle Housing Authority'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, laundry revenue and antenna 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 2010 budget, the per unit per month (PUM) cost for housing units is \$52.10 and for leased vouchers is \$21.21.

### ***Annual Review of Indirect Service Fee Charges***

Seattle Housing Authority 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.

## **D. Differences – HUD Asset Management vs. Seattle Housing Authority Local Asset Management Program**

Under the First Amendment, Seattle Housing Authority 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. Seattle Housing Authority 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:

- Seattle Housing Authority 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. Seattle Housing Authority's LAMP is much broader and includes local housing and other activities

not found in traditional HUD programs. Seattle Housing Authority's LAMP addresses the entire Seattle Housing Authority operation.

- Seattle Housing Authority has defined its cost objectives at a different level than HUD's asset management program. Seattle Housing Authority 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 First Amendment to the MTW Agreement. HUD defined its cost objectives at the property level and Seattle Housing Authority 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. Seattle Housing Authority 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. Seattle Housing Authority'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. Seattle Housing Authority'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.

### ***Balance Sheet Accounts***

The following balance sheet accounts will be reported in compliance with HUD's Asset Management Requirements:

- Accounts Receivable
- Notes Receivable
- Accrued Interest Receivable
- Leases
- Fixed Assets
- Reserves
- Advances
- Restricted Investments
- Notes Payable – short term
- Deferred credits
- Long Term Liabilities
- Mortgages
- Bonds

## **Appendix B – Replacement Housing Factor (RHF) Plan**

*In the following pages is a republishing of Seattle Housing Authority’s Replacement Housing Factor (RHF) Plan, originally submitted to HUD as a standalone document. The RHF Plan was also included in the appendices of the 2013 through 2015 MTW Plans and is republished here for ease of reference.*

## Seattle Housing Authority Replacement Housing Factor (RHF) Plan

### Introduction

Since 2001, Seattle Housing Authority (SHA) has used first and second increment RHF funding to create new affordable housing with several large-scale mixed finance projects at NewHolly, Rainier Vista, and High Point. In total, we have spent more to replace housing (\$26.7 million) than we have received in first and second RHF funding combined (\$20.6 million). Please see the tables below.

<b>RHF Funds Received since 2001</b>			
	1st Increment	2nd Increment	TOTAL RHF
2001	\$139,997		\$139,997
2002	\$151,573		\$151,573
2003	\$929,706		\$929,706
2004	\$1,924,591		\$1,924,591
2005	\$1,151,306		\$1,151,306
2006	\$217,070	\$716,085	\$933,155
2007	\$718,411	\$755,174	\$1,473,585
2008	\$2,686,260	\$719,088	\$3,405,348
2009	\$1,163,627	\$852,533	\$2,016,160
2010	\$1,946,628	\$1,131,739	\$3,078,367
2011	\$1,666,585	\$1,076,820	\$2,743,405
2012	\$1,063,696	\$1,620,294	\$2,683,990
<b>Total</b>	<b>\$13,759,450</b>	<b>\$6,871,733</b>	<b>\$20,631,183</b>

<b>Funds Spent to Replace Housing</b>	
Project	Amount
NewHolly II	\$1,766,796
Rainier Vista I	\$5,114,164
New Holly III	\$5,354,000
High Point I (North)	\$7,500,000
High Point II (South)	\$2,400,000
Rainier Vista II (Tamarack/South)	\$2,649,634
Rainier Vista III (Northeast/North)	\$1,956,452
<b>Total</b>	<b>\$26,741,046</b>

In the following sections of the plan we break this information down separately for first and second increment RHF funds as is required by HUD guidance.

### First Increment Funding

SHA is currently receiving first increment RHF funds as a result of the demolition and/or disposition of public housing units at multiple sites. SHA plans to utilize these RHF funds pursuant to Option 3 of SHA's MTW Agreement. SHA intends to continue to combine RHF funds into the MTW Block Grant, spend five years worth of first increment RHF funds on replacement housing, and be eligible for the second increment of RHF funds. SHA needs all five years of first increment RHF funding in order to have sufficient funds to develop new affordable housing units.

<b>First Increment RHF Funds Received (Actual)</b>	
FY 2001	\$139,997
FY 2002	\$151,573
FY 2003	\$929,706
FY 2004	\$1,924,591
FY 2005	\$1,151,306
FY 2006	\$217,070
FY 2007	\$718,411

FY 2008	\$2,686,260
FY 2009	\$1,163,627
FY 2010	\$1,946,628
FY 2011	\$1,666,585
FY 2012	\$1,063,696
Total First Increment	\$13,759,450

<b>Anticipated Future First Increment RHF Funds to be Received from Existing Grants (Estimated)*</b>		
<b>Fiscal Year</b>	<b>Estimated Grant Funding Anticipated</b>	<b>Project Numbers</b>
2013	\$1,528,481	WA001000006, WA001000008, WA001000050, WA001000052, WA001000054, WA001000056
2014	\$2,600	WA001000050
2015	\$2,600	WA001000050
Total First Increment*	\$1,533,681	WA001000006, WA001000008, WA001000050, WA001000052, WA001000054, WA001000056

**\*Estimated total future funding does not include first increment RHF funds for new projects, such as future RHF funds for the redevelopment of Yesler Terrace, for which SHA has already secured approval. SHA intends to continue with the same approach to first increment RHF funding outlined in this plan with the Yesler Terrace redevelopment, as well as other future projects. The estimated total future funding also does not include the potential impacts of sequestration.**

First increment RHF funding will be used to fill gaps in financing as needed to develop affordable housing units. SHA will ensure that the requisite number of affordable housing units required under the "Proportionality Test" will be developed. SHA will develop new units in accordance with the requirements found in SHA's MTW Agreement and will meet the obligation and disbursement deadlines.

Second Increment Funding

Seattle Housing Authority (SHA) is currently receiving second increment RHF funds as a result of the demolition and/or disposition of public housing units at multiple sites. SHA plans to utilize these RHF funds pursuant to Option 3 of SHA's MTW Agreement. SHA intends to continue to combined RHF funds into the MTW Block Grant and spend five years worth of second increment RHF funds on replacement housing. SHA needs all five years of second increment RHF funding in order to have sufficient funds to develop new affordable housing units.

<b>Second Increment RHF Funds Received (Actual)</b>	
FY 2006	\$716,085
FY 2007	\$755,174
FY 2008	\$719,088
FY 2009	\$852,533
FY 2010	\$1,131,739
FY 2011	\$1,076,820
FY 2012	\$1,620,294
<b>Total Second Increment</b>	<b>\$6,871,733</b>

<b>Anticipated Future Second Increment RHF Funds to be Received from Existing Grants (Estimated)*</b>		
<b>Fiscal Year</b>	<b>Estimated Grant Funding Anticipated</b>	<b>Project Numbers</b>
2013	\$1,167,836	WA001000001, WA001000007, WA001000008, WA001000050, WA001000052, WA001000054, WA001000056, WA001000059
2014	\$2,217,716	WA001000006, WA001000007, WA001000008, WA001000050, WA001000052, WA001000054, WA001000056, WA001000059
2015	\$1,827,624	WA001000006, WA001000008, WA001000050, WA001000052, WA001000054, WA001000056, WA001000059
2016	\$1,666,582	WA001000006, WA001000008, WA001000050, WA001000052, WA001000054, WA001000056
2017	\$1,592,114	WA001000006, WA001000008, WA001000050, WA001000052, WA001000054, WA001000056
2018	\$1,531,081	WA001000006, WA001000008, WA001000050, WA001000052, WA001000054, WA001000056
2019	\$2,600	WA001000050
2020	\$2,600	WA001000050

Total Second Increment*	\$10,008,152	WA001000001, WA001000006, WA001000007, WA001000008, WA001000050, WA001000052, WA001000054, WA001000056, WA001000059
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**\*Estimated total future funding does not include second increment RHF funds for new projects, such as future RHF funds for the redevelopment of Yesler Terrace. SHA intends to continue with the same approach to second increment RHF funding outlined in this plan with the Yesler Terrace redevelopment, as well as other future projects. The estimated total future funding also does not include the potential impacts of sequestration.**

Second increment RHF funding will be used to fill gaps in financing as needed to develop affordable housing units. SHA will ensure that the requisite number of affordable housing units required under the “Proportionality Test” will be developed. SHA will develop new units in accordance with the requirements found in SHA’s MTW Agreement and will meet the obligation and disbursement deadlines.

SHA confirms that its amended FY 2012 MTW Annual Plan was approved by HUD on May 4, 2012. SHA is in compliance with the obligation and expenditure deadlines on all of its Capital Fund Grants and is current on its LOCCS reporting.

SHA has obtained a firm commitment of additional funds other than public housing funds to meet the leveraging requirement. In total, SHA has leveraged more than \$100 million in funding from city, state, and foundation funders, as well as permanent debt. These leveraged funds substantially exceed the standard of one third of SHA’s RHF second increment funds, or \$3,336,050. In fact, for every \$1 spent from the MTW Block Grant, SHA has leveraged \$5.99 in other funds.

<b>Leveraged Funds, 2001-2012</b>								
	NewHolly II	NewHolly III	Rainier Vista I	Rainier Vista II	Rainier Vista III	High Point I	High Point II	Total
Permanent Mortgage	\$2,440,000	\$7,980,000	\$5,275,000	\$2,100,000	\$2,700,000	\$10,600,000	\$16,500,000	\$47,595,000
City of Seattle	\$1,700,000	\$2,066,671						\$3,766,671
State Housing Trust Funds	\$2,000,000	\$2,000,000				\$2,000,000	\$2,000,000	\$8,000,000
Federal Home Loan Bank	\$300,000	\$820,000						\$1,120,000
Tax Credit Equity	\$6,369,307	\$16,863,640	\$12,368,888	\$3,422,215	\$4,572,452	\$27,181,493	\$27,181,888	\$97,959,883
Seattle Public Utilities						\$742,500	\$300,000	\$1,042,500
Sound Families							\$400,000	\$400,000
Healthy Homes						\$185,000	\$140,000	\$325,000
<b>Total</b>	<b>\$12,809,307</b>	<b>\$29,730,311</b>	<b>\$17,643,888</b>	<b>\$5,522,215</b>	<b>\$7,272,452</b>	<b>\$40,708,993</b>	<b>\$46,521,888</b>	<b>\$160,209,054</b>

# **Appendix C – Capital Fund Annual Statement/Performance and Evaluation Report**

*In the following pages is Seattle Housing Authority’s Annual Statement/Performance and Evaluation Report for capital funds with balances projected to continue into 2017.*

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

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

Part I: Summary		Grant Type and Number		FFY of Grant: 2013	
PHA Name: Seattle Housing Authority		Replacement Housing Factor Grant No: WA19R001502-13		FFY of Grant Approval: 2013	
Line	Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016	<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016	Total Estimated Cost		Total Actual Cost <sup>1</sup>
			Original	Revised <sup>2</sup>	
1	Total non-CFP Funds			Obligated	Expended
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration		1,970,484.00	1,970,484.00	1,779,797.53
16	1495.1 Relocation Costs				
17	1499 Development Activities <sup>4</sup>				

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

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

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

<b>Part I: Summary</b>		FFY of Grant: 2013 FFY of Grant Approval: 2013	
<b>PHA Name:</b> Seattle Housing Authority	<b>Grant Type and Number</b> Replacement Housing Factor Grant No: WA19R001502-13		
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016 <input type="checkbox"/> Final Performance and Evaluation Report		Revised Annual Statement (revision no: 1 )	
<b>Line</b>	<b>Summary by Development Account</b>	<b>Total Estimated Cost</b>	<b>Total Actual Cost<sup>1</sup></b>
		<b>Original</b>	<b>Obligated</b>
		<b>Revised<sup>2</sup></b>	<b>Expended</b>
18a	1501 Collateralization or Debt Service paid by the PHA		
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment <b>(note: this line used for 9001 Bond Debt Obligation)</b>		
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant: (sum of lines 2 - 19)	1,970,484.00	1,970,484.00
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
<b>Signature of Executive Director</b>		<b>Date 8/29/16</b>	<b>Signature of Public Housing Director</b>
			<b>Date</b>

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



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

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

Part I: Summary		Grant Type and Number		FFY of Grant: 2015	
PHA Name: Seattle Housing Authority		Capital Fund Program Grant No OR Replacement Housing Factor Grant No: WA19R001502-15		FFY of Grant Approval: 2015	
Type of Grant		Summary by Development Account		Total Actual Cost <sup>1</sup>	
<input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016		<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Final Performance and Evaluation Report		<input type="checkbox"/> Revised Annual Statement (revision no:1 ) <input type="checkbox"/> Final Performance and Evaluation Report	
Line		Original	Revised <sup>2</sup>	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	281,483.00		0	0
16	1495.1 Relocation Costs				
17	1499 Development Activities <sup>4</sup>				

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

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

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

Part I: Summary		FFY of Grant: 2015 FFY of Grant Approval: 2015	
PHA Name: Seattle Housing Authority	Grant Type and Number Capital Fund Program Grant No OR Replacement Housing Factor Grant No: WA19R001502-15		
Type of Grant		Total Estimated Cost	
<input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016		<input type="checkbox"/> Revised Annual Statement (revision no: 1 ) <input type="checkbox"/> Final Performance and Evaluation Report	
Line	Summary by Development Account	Original	Revised <sup>2</sup>
		Total Actual Cost <sup>1</sup>	
		Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA		
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment <b>(note: this line used for 9001 Bond Debt Obligation)</b>		
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant: (sum of lines 2 - 19)	281,483.00	0
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
Signature of Executive Director		Date 8/29/16	
		Signature of Public Housing Director	
		Date	

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



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

Part I: Summary		FFY of Grant: 2014 FFY of Grant Approval: 2014	
PHA Name: Seattle Housing Authority		Grant Type and Number Replacement Housing Factor Grant No: WA19R001502-14	
Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016		<input type="checkbox"/> Revised Annual Statement (revision no:1 ) <input type="checkbox"/> Final Performance and Evaluation Report	
Line	Summary by Development Account	Total Estimated Cost Revised <sup>2</sup>	Total Actual Cost <sup>1</sup> Expended
		Original	Obligated
1	Total non-CFP Funds		
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>		
3	1408 Management Improvements		
4	1410 Administration (may not exceed 10% of line 21)		
5	1411 Audit		
6	1415 Liquidated Damages		
7	1430 Fees and Costs		
8	1440 Site Acquisition		
9	1450 Site Improvement		
10	1460 Dwelling Structures		
11	1465.1 Dwelling Equipment—Nonexpendable		
12	1470 Non-dwelling Structures		
13	1475 Non-dwelling Equipment		
14	1485 Demolition		
15	1492 Moving to Work Demonstration	1,239,745.00	1,239,745.00
16	1495.1 Relocation Costs		0
17	1499 Development Activities <sup>4</sup>		

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

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

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

<b>Part I: Summary</b>		FFY of Grant: 2014	
<b>PHA Name:</b> Seattle Housing Authority	<b>Grant Type and Number</b> Replacement Housing Factor Grant No: WA19R001502-14	<b>FFY of Grant Approval:</b> 2014	
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016 <input type="checkbox"/> Final Performance and Evaluation Report			
<b>Type of Grant</b>	<b>Summary by Development Account</b>	<b>Total Estimated Cost</b>	<b>Total Actual Cost<sup>1</sup></b>
		<b>Original</b>	<b>Obligated</b>
18a	1501 Collateralization or Debt Service paid by the PHA		
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment <b>(note: this line used for 9001 Bond Debt Obligation)</b>		
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant: (sum of lines 2 - 19)	1,239,745.00	1,239,745.00
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
<b>Signature of Executive Director</b>		<b>Date</b> 8/29/16	<b>Signature of Public Housing Director</b>
			<b>Date</b>

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



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

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

Part I: Summary		Grant Type and Number	FFY of Grant: 2014
PHA Name: Seattle Housing Authority		Replacement Housing Factor Grant No: WA19R001501-14	FFY of Grant Approval: 2014
Type of Grant	Reserve for Disasters/Emergencies		Total Actual Cost <sup>1</sup>
Line	Original	Revised <sup>2</sup>	
1	Total non-CFP Funds		
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>		
3	1408 Management Improvements		
4	1410 Administration (may not exceed 10% of line 21)		
5	1411 Audit		
6	1415 Liquidated Damages		
7	1430 Fees and Costs		
8	1440 Site Acquisition		
9	1450 Site Improvement		
10	1460 Dwelling Structures		
11	1465.1 Dwelling Equipment—Nonexpendable		
12	1470 Non-dwelling Structures		
13	1475 Non-dwelling Equipment		
14	1485 Demolition		
15	1492 Moving to Work Demonstration	58,329.00	58,329.00
16	1495.1 Relocation Costs		0
17	1499 Development Activities <sup>4</sup>		

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

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U.S. Department of Housing and Urban Development  
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 Expires 06/30/2017

Part I: Summary		FFY of Grant: 2014 FFY of Grant Approval: 2014	
PHA Name: Seattle Housing Authority	Grant Type and Number Replacement Housing Factor Grant No: WA19R001501-14		
Type of Grant	<input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016	<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016	<input type="checkbox"/> Revised Annual Statement (revision no: 1 ) <input type="checkbox"/> Final Performance and Evaluation Report
Line	Summary by Development Account	Total Estimated Cost	Total Actual Cost <sup>1</sup>
		Original	Revised <sup>2</sup> Obligated
			Expended
18a	1501 Collateralization or Debt Service paid by the PHA		
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment <b>(note: this line used for 9001 Bond Debt Obligation)</b>		
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant: (sum of lines 2 - 19)	58,329.00	0
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
<b>Signature of Executive Director</b>		<b>Signature of Public Housing Director</b>	
		<b>Date 8/29/16</b>	<b>Date</b>

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
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U.S. Department of Housing and Urban Development  
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 OMB No. 2577-0226  
 Expires 06/30/2017

Part I: Summary		Grant Type and Number	FFY of Grant: 2014	
PHA Name: Seattle Housing Authority		Capital Fund Program Grant No: WA19FP001501-14	FFY of Grant Approval: 2014	
Type of Grant	Reserve for Disasters/Emergencies			
<input type="checkbox"/> Original Annual Statement	<input type="checkbox"/> Revised Annual Statement (revision no:1 )			
<input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016	<input type="checkbox"/> Final Performance and Evaluation Report			
Line	Summary by Development Account	Total Estimated Cost	Obligated	Total Actual Cost <sup>1</sup>
		Original	Revised <sup>2</sup>	Expended
1	Total non-CFP Funds			
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>			
3	1408 Management Improvements			
4	1410 Administration (may not exceed 10% of line 21)			
5	1411 Audit			
6	1415 Liquidated Damages			
7	1430 Fees and Costs			
8	1440 Site Acquisition			
9	1450 Site Improvement			
10	1460 Dwelling Structures			
11	1465.1 Dwelling Equipment—Nonexpendable			
12	1470 Non-dwelling Structures			
13	1475 Non-dwelling Equipment			
14	1485 Demolition			
15	1492 Moving to Work Demonstration	9,864,179.00		7,510,513.68
16	1495.1 Relocation Costs			
17	1499 Development Activities <sup>4</sup>			

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
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U.S. Department of Housing and Urban Development  
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 Expires 06/30/2017

Part I: Summary		FFY of Grant: 2014 FFY of Grant Approval: 2014		
PHA Name: Seattle Housing Authority	Grant Type and Number Capital Fund Program Grant No: WA19P001501-14			
Type of Grant	<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016 <input type="checkbox"/> Final Performance and Evaluation Report			
Line	Summary by Development Account	Total Estimated Cost Original	Total Actual Cost <sup>1</sup> Revised <sup>2</sup> Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA			
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment <b>(note: this line used for 9001 Bond Debt Obligation)</b>			
19	1502 Contingency (may not exceed 8% of line 20)			
20	Amount of Annual Grant: (sum of lines 2 - 19)	9,864,179.00	9,864,179.00	7,510,513.68
21	Amount of line 20 Related to LBP Activities			
22	Amount of line 20 Related to Section 504 Activities			
23	Amount of line 20 Related to Security - Soft Costs			
24	Amount of line 20 Related to Security - Hard Costs			
25	Amount of line 20 Related to Energy Conservation Measures			
<b>Signature of Executive Director</b>		<b>Date 8/29/16</b>		<b>Signature of Public Housing Director</b>
				<b>Date</b>

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



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 Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

Part I: Summary		FFY of Grant: 2015 FFY of Grant Approval: 2015		
PHA Name: Seattle Housing Authority		Grant Type and Number Replacement Housing Factor Grant No: WA19R001501-15		
<input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016		<input type="checkbox"/> Revised Annual Statement (revision no:1 ) <input type="checkbox"/> Final Performance and Evaluation Report		
Line	Type of Grant Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>
		Original	Revised <sup>2</sup>	
1	Total non-CFP Funds			
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>			
3	1408 Management Improvements			
4	1410 Administration (may not exceed 10% of line 21)			
5	1411 Audit			
6	1415 Liquidated Damages			
7	1430 Fees and Costs			
8	1440 Site Acquisition			
9	1450 Site Improvement			
10	1460 Dwelling Structures			
11	1465.1 Dwelling Equipment—Nonexpendable			
12	1470 Non-dwelling Structures			
13	1475 Non-dwelling Equipment			
14	1485 Demolition			
15	1492 Moving to Work Demonstration	17,034.00		0
16	1495.1 Relocation Costs			
17	1499 Development Activities <sup>4</sup>			

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

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 Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

<b>Part I: Summary</b>		FFY of Grant: 2015 FFY of Grant Approval: 2015	
<b>PHA Name:</b> Seattle Housing Authority	<b>Grant Type and Number</b> Replacement Housing Factor Grant No: WA19R001501-15 Date of CFFP: Dec 2005 - Dec 2007		
<input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016		<input type="checkbox"/> Revised Annual Statement (revision no: 1 ) <input type="checkbox"/> Final Performance and Evaluation Report	
<b>Type of Grant</b>	<input type="checkbox"/> Reserve for Disasters/Emergencies		
<b>Line</b>	<b>Summary by Development Account</b>	<b>Total Estimated Cost</b>	<b>Total Actual Cost<sup>1</sup></b>
		<b>Original</b>	<b>Obligated</b>
		<b>Revised<sup>2</sup></b>	<b>Expended</b>
18a	1501 Collateralization or Debt Service paid by the PHA		
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment <b>(note: this line used for 9001 Bond Debt Obligation)</b>		
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant: (sum of lines 2 - 19)	17,034.00	0
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
<b>Signature of Executive Director</b>		<b>Date 8/29/16</b>	<b>Signature of Public Housing Director</b>
			<b>Date</b>

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



Part I: Summary		FFY of Grant: 2015 FFY of Grant Approval: 2015	
PHA Name: Seattle Housing Authority		Grant Type and Number Capital Fund Program Grant No: WA19P001501-15	
Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016		<input type="checkbox"/> Revised Annual Statement (revision no:1 ) <input type="checkbox"/> Final Performance and Evaluation Report	
Line	Summary by Development Account	Total Estimated Cost	
		Original	Revised <sup>2</sup>
		Obligated	Total Actual Cost <sup>1</sup> Expended
1	Total non-CFP Funds		
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>		
3	1408 Management Improvements		
4	1410 Administration (may not exceed 10% of line 21)		
5	1411 Audit		
6	1415 Liquidated Damages		
7	1430 Fees and Costs		
8	1440 Site Acquisition		
9	1450 Site Improvement		
10	1460 Dwelling Structures		
11	1465.1 Dwelling Equipment—Nonexpendable		
12	1470 Non-dwelling Structures		
13	1475 Non-dwelling Equipment		
14	1485 Demolition		
15	1492 Moving to Work Demonstration	9,937,135.00	5,000,000.00
16	1495.1 Relocation Costs		1,720,946.57
17	1499 Development Activities <sup>4</sup>		

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

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

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

Part I: Summary		FFY of Grant: 2015 FFY of Grant Approval: 2015			
PHA Name: Seattle Housing Authority	Grant Type and Number Capital Fund Program Grant No: WA19P001501-15				
Type of Grant	<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016 <input type="checkbox"/> Final Performance and Evaluation Report				
Line	Summary by Development Account	Total Estimated Cost Original	Revised <sup>2</sup>	Total Actual Cost <sup>1</sup> Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment - <b>(note: this line used for 9001 Bond Debt Obligation)</b>				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant: (sum of lines 2 - 19)	9,937,135.00		5,000,000.00	1,720,946.57
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
Signature of Executive Director		Date 8/29/16		Signature of Public Housing Director	

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
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Annual Statement/Performance and Evaluation Report  
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

Part I: Summary		Grant Type and Number Replacement Housing Factor Grant No: WA01R001502-16		FFY of Grant: 2016 FFY of Grant Approval: 2016	
PHA Name: Seattle Housing Authority					
Type of Grant					
<input type="checkbox"/> Original Annual Statement		<input type="checkbox"/> Reserve for Disasters/Emergencies		<input type="checkbox"/> Revised Annual Statement (revision no:1 )	
<input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016		<input type="checkbox"/> Final Performance and Evaluation Report		<input type="checkbox"/> Final Performance and Evaluation Report	
Line	Summary by Development Account	Original	Total Estimated Cost Revised <sup>2</sup>	Obligated	Total Actual Cost <sup>1</sup> Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration		172,231.00	0	0
16	1495.1 Relocation Costs				
17	1499 Development Activities <sup>4</sup>				

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

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

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
**Expires 06/30/2017**

Part I: Summary		FFY of Grant: 2016 FFY of Grant Approval: 2016	
PHA Name: Seattle Housing Authority	Grant Type and Number Replacement Housing Factor Grant No.: WA01R001502-16		
Type of Grant	<input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016	<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Final Performance and Evaluation Report	
Line	Summary by Development Account	Total Estimated Cost	Total Actual Cost <sup>1</sup>
		Original	Revised <sup>2</sup>
		Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA		
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment <b>(note: this line used for 9001 Bond Debt Obligation)</b>	0	0
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant: (sum of lines 2 - 19)	172,231.00	0
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
<b>Signature of Executive Director</b>		<b>Signature of Public Housing Director</b>	
		<b>Date 8/29/16</b>	
		<b>Date</b>	

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
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Annual Statement/Performance and Evaluation Report  
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
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U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

Part I: Summary		Grant Type and Number	FFY of Grant: 2016			
PHA Name: Seattle Housing Authority		Capital Fund Program Grant No: WA01P001501-16	FFY of Grant Approval: 2016			
Line	Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016	<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
			Original	Revised <sup>2</sup>	Obligated	Expended
1	Total non-CFP Funds					
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>					
3	1408 Management Improvements					
4	1410 Administration (may not exceed 10% of line 21)					
5	1411 Audit					
6	1415 Liquidated Damages					
7	1430 Fees and Costs					
8	1440 Site Acquisition					
9	1450 Site Improvement					
10	1460 Dwelling Structures					
11	1465.1 Dwelling Equipment—Nonexpendable					
12	1470 Non-dwelling Structures					
13	1475 Non-dwelling Equipment					
14	1485 Demolition					
15	1492 Moving to Work Demonstration			8,709,955.50		0
16	1495.1 Relocation Costs					
17	1499 Development Activities <sup>4</sup>					

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
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 Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
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U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

<b>Part I: Summary</b>		FFY of Grant: 2016 FFY of Grant Approval: 2016	
PHA Name: Seattle Housing Authority	Grant Type and Number Capital Fund Program Grant No: WA01P001501-16		
Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016	<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Performance and Evaluation Report for Period Ending: 2016	<input type="checkbox"/> Revised Annual Statement (revision no: 1 ) <input type="checkbox"/> Final Performance and Evaluation Report	
Line	Summary by Development Account	Total Estimated Cost Original	Total Actual Cost <sup>1</sup> Obligated Expended
18a	1501 Collateralization or Debt Service paid by the PHA		
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment <b>(note: this line used for 9001 Bond Debt Obligation)</b>	2,062,102.50	0
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant: (sum of lines 2 - 19)	10,772,058	0
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
<b>Signature of Executive Director</b>		<b>Date 8/29/16</b>	<b>Signature of Public Housing Director</b>

<sup>1</sup> To be completed for the Performance and Evaluation Report.

<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.

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

U.S. Department of Housing and Urban Development  
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 OMB No. 2577-0226  
 Expires 06/30/2017

Part I: Summary		Grant Type and Number Capital Fund Program Grant No: WA01P001501-17	FFY of Grant: 2017 FFY of Grant Approval: 2017
PHA Name: Seattle Housing Authority			
Type of Grant	Summary by Development Account	Original	Revised <sup>2</sup>
<input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending:	<input type="checkbox"/> Reserve for Disasters/Emergencies		
Line		Obligated	Total Actual Cost <sup>1</sup> Expended
1	Total non-CFP Funds		
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>		
3	1408 Management Improvements		
4	1410 Administration (may not exceed 10% of line 21)		
5	1411 Audit		
6	1415 Liquidated Damages		
7	1430 Fees and Costs		
8	1440 Site Acquisition		
9	1450 Site Improvement		
10	1460 Dwelling Structures		
11	1465.1 Dwelling Equipment—Nonexpendable		
12	1470 Non-dwelling Structures		
13	1475 Non-dwelling Equipment		
14	1485 Demolition		
15	1492 Moving to Work Demonstration		
16	1495.1 Relocation Costs	8,709,955.50	
17	1499 Development Activities <sup>4</sup>		

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

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 Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

Part I: Summary		FFY of Grant: 2017	
PHA Name:	Grant Type and Number	FFY of Grant Approval: 2017	
Seattle Housing Authority	Capital Fund Program Grant No: WA01P001501-17		
Type of Grant	<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Performance and Evaluation Report for Period Ending:		
Line	Summary by Development Account	Total Estimated Cost	Total Actual Cost <sup>1</sup>
		Original	Revised <sup>2</sup> Obligated
			Expended
18a	1501 Collateralization or Debt Service paid by the PHA		
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment <b>(note: this line used for 9001 Bond Debt Obligation)</b>	2,062,102.50	
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant: (sum of lines 2 - 19)	10,772,058	!! FORMTEXT
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
Signature of Executive Director		Date 8/29/16	Signature of Public Housing Director
			Date

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



RESOLUTION NO. 5113

RESOLUTION APPROVING THE 2017 MOVING TO WORK PLAN FOR THE SEATTLE HOUSING AUTHORITY

WHEREAS, the Department of Housing and Urban Development (HUD) has selected the Housing Authority of the City of Seattle (SHA) to participate in the Moving to Work Program (MTW) to design and test new ways of providing housing assistance and services to low-income households; and

WHEREAS, the SHA locally refers to this program as Moving To new Ways (MTW) to more accurately describe the intent of this opportunity; and

WHEREAS, as a participant in MTW, SHA is required to develop an MTW Annual Plan for each fiscal year that outlines the annual budget and the activities that will be pursued that year; and

WHEREAS, the MTW Annual Plan for Fiscal Year 2017 (Plan) must be submitted to HUD by October 17, 2016, in the format outlined in HUD Form 50900 to enable SHA to fully use its MTW flexibility; and

WHEREAS, the complete draft Plan was made available for public comment from August 31 to September 30, 2016 on SHA's website and in hard copy form; and

WHEREAS, a public hearing on the Plan was held on September 16, 2016, and comments pertinent to the MTW demonstration have been addressed in the Plan; and

WHEREAS, a Board Resolution approving the Plan and certifying that the Plan complies with MTW agreement requirements must be included in the Plan:

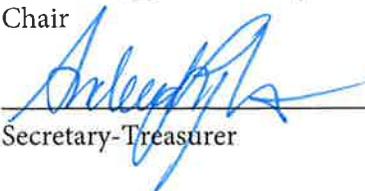
NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the Housing Authority of the City of Seattle as follows:

1. The Board of Commissioners approves the 2017 MTW Annual Plan and authorizes the Executive Director to submit the Plan to HUD.
2. The Board of Commissioners certifies that the Public Hearing Requirement has been met and authorizes the Chair of the Board to execute the attached HUD Certification of Compliance with Regulations.
3. The Board of Commissioners authorizes changes to the HCV Administrative Plan, Public Housing Admissions and Continued Occupancy Policy (ACOP), and other policy documents as needed in order to implement new MTW activities and changes to existing MTW activities proposed in the MTW Plan.

ADOPTED by a majority of members of the Board of Commissioners and signed by me in open session in authentication of its passage this 17<sup>th</sup> day of October, 2016.

  
\_\_\_\_\_

Chair

  
\_\_\_\_\_

Secretary-Treasurer

CERTIFIED BY:

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

**Certifications of Compliance**

Annual Moving to Work Plan  
Certifications of Compliance

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing

**Certifications of Compliance with Regulations:  
Board Resolution to Accompany the Annual Moving to Work Plan\***

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning 1/1/17, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.
2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.
4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105( a).
15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
19. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
21. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

Seattle Housing Authority  
PHA Name

WA001  
PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Bebbie Thiele  
Name of Authorized Official

SHA Board Chair  
Title

  
Signature

October 17, 2014  
Date

\*Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.