



# Seattle Housing Authority 2024 Adopted Budget




**SEATTLE HOUSING AUTHORITY**

**2024 ADOPTED BUDGET**

Presented to  
SEATTLE HOUSING AUTHORITY BOARD OF COMMISSIONERS

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By  
Rodrick C. Brandon, Executive Director



**Cover photos: Lara Swimmer Photography**

**SHA Senior Staff**

Anne Fiske Zuniga, *Deputy Executive Director*  
Evelyn Correa, *Director, Human Resources*  
Kerry Coughlin, *Director, Communications*  
Bobby Coleman, *Director, Asset Management*  
Terry Galiney, *Director, Development*  
Alice Kimbowa, *Director, Rental Assistance Program*  
Andria Lazaga, *Director, Office of Policy & Strategic Initiatives*  
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Lisa Wolters, *Director, Intergovernmental Relations*  
Jared Cummer, *Chief Financial Officer*  
Miki Naganuma, *Deputy Chief Financial Officer*

Kimberly Garrett, *Senior Executive Assistant*

**SHA Budget Staff**

Gashaw Dessie, *Budget Manager*

*Budget Analysts*

Nisha Riley  
Joshua Nadel  
Steph Wang  
Courtney Ransom

**Support Staff**

Jules Mugisha  
Erica Schieche  
Floyd Wade

**Acknowledgements**

*In 2023, two key and influential members of the agency and the budget process retired. Shelly Yapp, after over 15 years with SHA as our Chief Financial Officer, retired in May. During her tenure at SHA, she led us through some of SHA's most financially difficult times and through her leadership we emerged as one of the most financially stable and well-respected housing authorities in the country. Scott Woo retired in June after 30 years as SHA's Budget Manager. During his long career with SHA, Scott was always a steady and influential part of the budget process and is also a major reason our agency is extremely financially stable today. We would like to thank Shelly and Scott for their incredible contributions to SHA and the community. We hope that this budget and those coming after rises to the bar that they have set.*

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**SEATTLE HOUSING AUTHORITY**  
**2024 ADOPTED BUDGET**

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## INTRODUCTION

The 2024 Adopted Budget contains all of Seattle Housing Authority's (SHA) Operating and Capital Budget sources and uses, including federal as well as local housing programs and enterprise activities for 2024. The Budget was prepared under the provisions and authorizations contained in the Authority's contractual agreement with the U.S. Department of Housing and Urban Development (HUD) and the Moving to Work (MTW) Program, which has been extended through 2028. The MTW program provides two critical sources of flexibility:

- In furtherance of the three MTW statutory objectives—to streamline operations for efficiency and cost effectiveness; to enhance housing choice; and to promote self-sufficiency—MTW provides a process to waive federal regulations pursuant to Section 8 and 9 of the 1937 Housing Act, enabling the agency to undertake demonstrations and innovations that would not otherwise be available.
- It allows the Housing Authority to treat federal resources under Sections 8 and 9 of the 1937 Housing Act—the public housing operating subsidy and capital grant, and housing choice vouchers—as a single fund, the “MTW Block Grant”, with flexibility to use funds across federal and local housing programs serving low-income people.

The Housing Authority uses these tools to maximize the impact of the federal funding provided to the benefit and in service of the low-income residents of the Seattle community.



## HOW THE BUDGET IS PREPARED

The Budget Office begins developing the budget each year in early spring by preparing forecasts for revenues and expenses based on projections of federal funding actions; forecasts about the economy; and estimates of cost changes for major expense items.

In April, the Budget Office held the annual Budget Retreat with the Executive Director and Cabinet to review the Budget Office's initial forecast of the coming year's revenues and the estimated cost increases to form the initial "status quo" budget. The Budget Office then evaluates programs and positions scheduled to expire and prepares recommendations on the future status of these programs and positions. During this review the Budget Office also considers any mid-year budget revisions that were made. This review process results in an adjusted "status quo" budget for each Department.

In late April, the agency began the interactive budget process with Departments. Each Department prepares operating budget projections based on the adjusted status quo budget. Through this process the Department submits add requests, both for operating funds as well as opportunity investment funds, or supplemental budget amounts for proposed new or expanded programs and positions. In collaboration with the Departments, the Budget Office evaluates these requests according to pre-established agency priorities and evaluation criteria. Once this process is complete, the Budget Office prepares a summary of the Department's requests and sends the Budget Office's recommendation to each Department. The Departments then have a period where they can appeal the recommendation to the CFO. Once the appeal process is complete, the Budget Office presents the recommendations to the Executive Director and Deputy Executive Director for review and final approval. Once the Executive Director finalizes the recommendations, the Budget office presents the final budget to SHA's Cabinet for review and any last adjustment requests.

Once approved by the Executive Director, each department's add requests are incorporated into their proposed budgets. The Budget Office then works to calculate and include internal fees for intercompany and external rent, Information Technology fees, and Finance and Accounting overhead fees. This process typically takes place throughout the month of August.

In parallel with the Operating Budget, the Budget Office works with other Departments on three other components of the annual Budget: Capital Preservation; Information Technology Capital Projects and the Development Budget. During this process, the Budget Office is responsible for balancing the total budget and determining the availability of funding for the proposals submitted in these three areas. The Budget Office will then include recommendations on these areas of funding to the Executive Director and Deputy Executive Director for inclusion in the annual proposed budget along with the Operating budget.

Once the Proposed Budget is finalized in August, SHA publishes the Moving to Work (MTW) Proposed Annual Plan for 2024 and the 2024 Proposed Budget Summary at the end of August for public comment. They are available online for public review and are open for comment until September 30, 2023. A public hearing was held in mid-September as part of the public comment process. The Executive Director presented the 2024 Proposed Budget Book to the Board of Commissioners following conclusion of the public comment period at the September and October Board Meetings. The Board voted to adopt this 2024 Budget on October 16th.

## OVERVIEW OF THE 2024 SHA ADOPTED BUDGET

The 2024 Adopted Budget for Seattle Housing Authority (SHA) recommends total expenses of **\$404.9 million**, with the Operating Budget accounting for **\$138.6 million**, Housing Assistance Payments (HAP) at **\$158.8 million**, Grants at **\$1.1 million**, the Capital Budget at **\$23.3 million**, Opportunity Investments at **\$29.3 million**, and the Redevelopment Budget at **\$53.8 million**. The Adopted Budget reflects an overall decrease of **\$11.3 million** or **2.7 percent** compared to the 2023 Adopted Budget.

The total **Operating Budget** includes funding for Operations, Housing Assistant Payments, and Grant support totaling **\$298.4 million**. This total is **74% of the total Adopted Budget** and represents a **4.8% increase** over last year.

The total adopted **Capital Program**, which includes Capital Preservation, Non-Routine, Opportunity Investments, and Redevelopment Expenditures, is adopted at **\$106.5 million** and represents **26% of the total Adopted Budget**. This figure represents a decrease of **18.9% from the 2023 budget**.

Capital Preservation and Non-Routine budgets are at \$23.3 million and reflect a decrease of 5.8% over the 2023 funding level. The Redevelopment Budget for 2024 totals \$53.8 million, a decrease of \$32.6 million or 37.7% less than 2023. This decrease is primarily due to the completion of Sawara and Salish Landing. Sawara's construction began in 2021, with an anticipated lease up in early 2024. The construction of Salish Landing was completed mid-2023 and the property is expected to be fully occupied in 2024. On the construction side, the redevelopment of Jefferson is projected to continue into 2024 with lease up anticipated to start in 2025. The redevelopment of Jackson Park Village is still in the approval stages; however, we expect construction to commence in late 2024. In addition, the redevelopment planning for Northgate Commons and Holly Court will continue into 2024.

Opportunity Investments (OI) total \$29.3 million in the adopted 2024 Budget; this represents an increase of \$9.2 million over the 2023 OI projects. Opportunity Investments were started in 2019 because of the incremental funding increase included in the 2018-2019 Congressional Bipartisan Budget Act. In 2024, SHA will fund nine additional OI Projects to reflect an increase in federal funding; see the summary included on pages 12 through 15.

The adopted SHA staff level, including operating and capital positions, will total 728.0 full-time equivalents (FTEs) in 2024, an increase of 32.0 FTEs compared to the 2023 Budget. The adopted 2024 Opportunity Initiative Programs' staffing level includes an additional 20.5 project FTE's that are term-limited positions for the life of the project; the total also includes positions that were extended from term-limited positions to ongoing positions beginning in 2024. This brings the total SHA Opportunity Initiative staffing level to 56.0 Project FTE. Please see the Consolidated Budget section of this document for more detail.

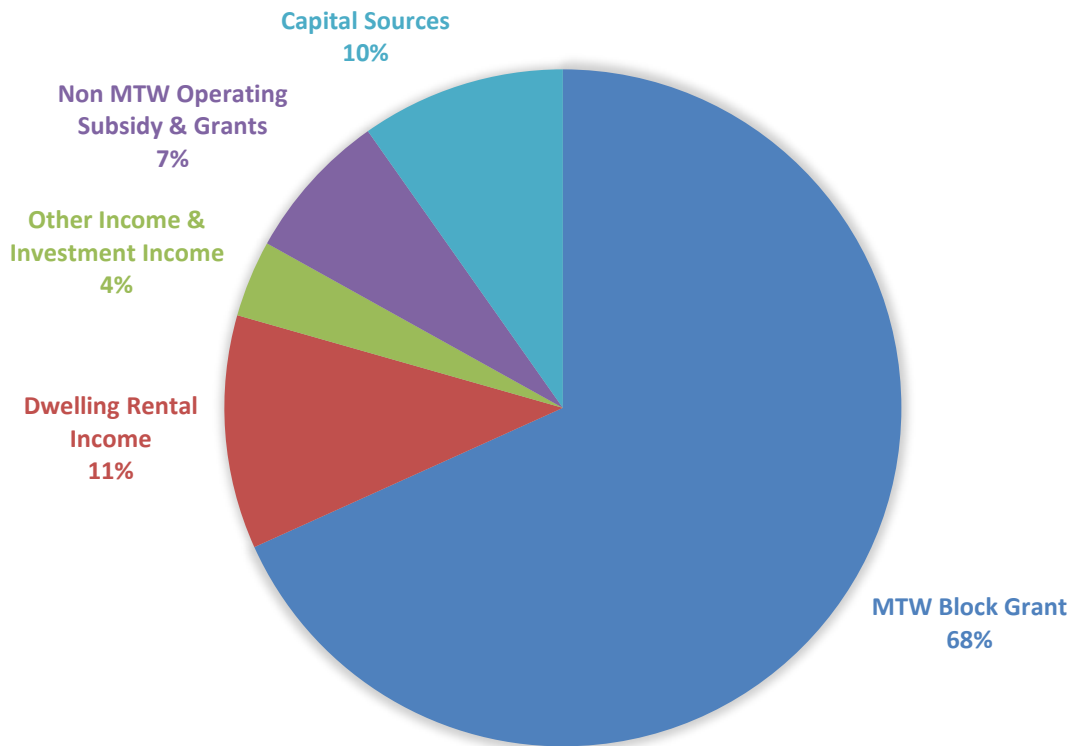
The adopted budget aligns with SHA's highest priorities of expanding affordable housing opportunities to serve more families and individuals, enhancing service to current residents, and fostering employee wellness. SHA plans to advance these priorities in 2024 as highlighted in the next sections of the Adopted Budget.

## SOURCES OF FUNDS

The chart below represents SHA's main funding sources. The HUD MTW Block Grant continues to be SHA's single largest source of funds, it totals \$283.2 million, or 68% of total sources. Non-MTW capital and redevelopment sources total \$40.5 million, or slightly more than 10% of sources while non-MTW operating subsidy and service grants provide \$29.7 million, or 7% of total sources. Rental income is another major source of funding at \$46.3 million and 11% of sources and all other income and investments is the remaining category, providing \$15.2 million or 4%.

Figure 1: 2024 Operating and Capital Program Sources

### 2024 OPERATING AND CAPITAL SOURCES \$414.9 MILLION

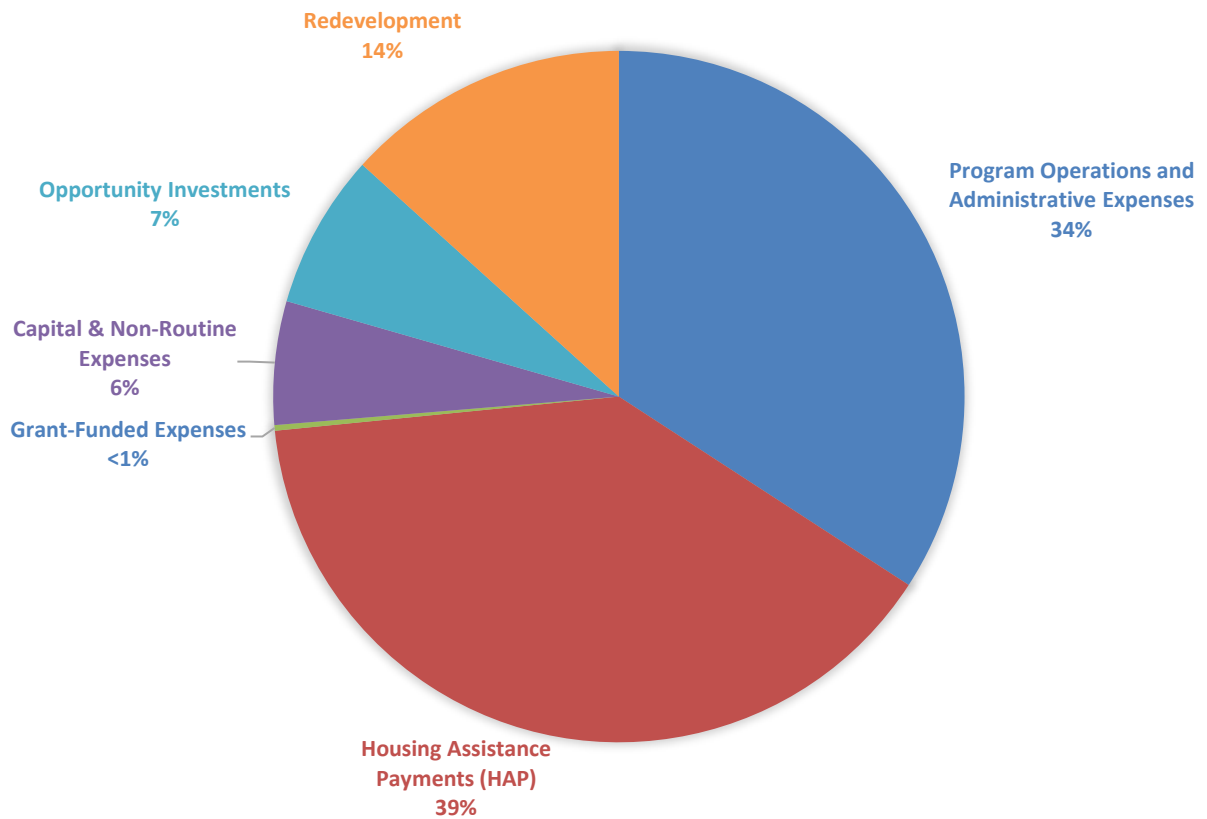


## USES OF FUNDS

The chart below displays SHA uses of funds by major category. SHA's largest program expenditure at \$158.8 million, or 39% of total uses is the Housing Assistance Payments. When combined, redevelopment projects, capital, and Opportunity Investments provide \$106.5 million or about 26% of total uses. Program Operations and Administrative budget for Low Income Public Housing, the Seattle Senior Housing Program, Local Housing, Rental Assistance, and other operating and service grant programs total \$138.3 million and represents the remaining uses.

Figure 2: 2024 Operating and Capital Program Uses

### 2024 OPERATING AND CAPITAL PROGRAM USES \$404.9 MILLION



## NAVIGATING THE BUDGET: WHAT'S IN THIS DOCUMENT?

The budget is presented in the following sections:

### **2024 Highlights**

In this first section of the Budget Book, Seattle Housing Authority (SHA) presents its Multi-Year Initiatives, Opportunity Investments approved to begin in 2024, and Services to SHA Tenants supported by 2024 projects and positions. The adopted budget aligns with SHA's highest priorities of expanding affordable housing opportunities to serve more families and individuals, enhancing service to current residents, and fostering employee wellness.

### **Department Budgets**

This section contains departmental information on adopted 2024 expenditures and on changes in staffing levels from 2023 to 2024. Budgets for each department and major sub-divisions are presented, along with highlights of their 2024 work plans. Departments and groups which comprise SHA are Executive; the Office of Policy and Strategic Initiatives; Development; Asset Management; Finance and Administrative Services; Information Technology; Housing Operations; Human Resources; and the Housing Choice Voucher Program. The department operating budgets exclude all limited partnership operating revenues, expenses, and unit count information, except for the Leschi House. Preliminary budgets of all limited partnerships are presented in the last section of this Budget Book.

### **Grant Programs**

SHA has consistently and successfully competed for grant funding from HUD, other public agencies, and private foundations to support resident services and programs. This section summarizes grants that are currently active and presents a table of grant-funded expenditures expected in 2024.

### **Capital Program**

This section describes SHA's plans for asset preservation for SHA's housing portfolios and facilities, redevelopment, and rehabilitation projects. SHA's Yesler projects in 2024 include the construction of Juniper as well as the completion of Sawara in the first quarter. Outside of Yesler, Jefferson Terrace is in construction through 2024 and Jackson Park Village Apartments is projected to close and begin construction in the third quarter or fourth quarter of 2024. This section also summarizes the Opportunity Investments SHA will make in 2024.

### **Limited Partnerships**

The Low-Income Housing Tax Credit (LIHTC) program is a major source of funding for the development of new affordable housing units and rehabilitation of existing units. Limited Partnerships are formed to take advantage of federal law and Internal Revenue Service (IRS) regulations allowing private parties to invest in affordable housing in exchange for tax benefits. The private investors' equity investments will help reduce the financing of upfront capital investments needed to construct or rehabilitate housing units. The Seattle Housing Authority (SHA) acts in the capacity of developer, general partner, and managing agent for all limited partnerships that the agency has an interest in.

In 2024, SHA will serve as the General Partner and Managing Agent for sixteen Limited Partnerships (LPs) formed to invest in, own, and manage rental housing in mixed-income communities. These partnerships consist of 1,941 affordable units to serve residents in the Tax Credit partnership program. Juniper will be under construction in 2024 and those units will not be available until 2025. The units in these partnerships are a mix of subsidized and Tax Credit units. The subsidized units serve households

with incomes at or below 30% of AMI and the Tax Credit units typically serve residents with incomes between 50% and 60% of the AMI.

# 2024 BUDGET HIGHLIGHTS

## MULTI-YEAR INITIATIVES UPDATED

SHA's 2024 budget continues SHA's multi-year commitment to serve more people through affordable housing development and preservation, and by implementing program initiatives based on the best data and practices to make a difference in the lives of SHA residents and participants. Following an update on Yesler Redevelopment progress expected in 2024, several capital and program initiatives are featured below.

### Yesler Redevelopment

In 2024, the Yesler Redevelopment and Transformation Plan continues with the construction of affordable housing serving low-income residents as well as mixed-income rental units developed by the private sector. In addition, resident services related to education, health, and workforce development programs will remain a priority in 2024. Here is what to expect in 2024 for housing development:

- *Sawara*: In 2024, SHA's sixth new apartment building, Sawara, will be completed at Yesler. These buildings will have 114-units consisting of 50 replacement units serving households with project-based vouchers and 64 tax credit units serving 60% AMI households. These units include 1, 2, 3 and 4-bedroom apartments. There will also be two social service spaces available at the building. Building construction started in late 2021 and will continue to Spring 2024. Sawara is participating in the Seattle City Light Exemplary Building Program which explores new technologies and practices to enhance energy efficiency of the building. Building features will include ultra-efficient carbon-dioxide (CO<sub>2</sub>) hot water heat pump systems and improved air filtration systems.
- *Juniper*: In 2023, SHA closed the financing on the seventh building, Juniper, at Yesler. This project will be under construction during 2024 with expected completion in 2025. This project has a total of 114 units; 39 are replacement units serving households with project-based vouchers and 75 are units serving 60% AMI households. The proposed unit mix includes 1, 2, 3 and 4-bedroom units.
- *Market Rate Housing with Affordable Units*:
  - ✓ Other Yesler private partner developments under construction in 2024 include:
    - Yesler Towers, Su Development - two high-rise buildings, totaling 350 units, along Yesler Way and S. Washington Street, with a mix of market rate and 80% AMI units;
    - Wayfarer, Vulcan Real Estate – a 261-unit project consisting of a mix of market rate and 80% AMI units located on Yesler Way and Boren Avenue;
    - Cascara, Vulcan Real Estate – two buildings, totaling 344 units, at Broadway Avenue and Alder Street, with market rate and 80% AMI units; and
    - Mack Real Estate Group on S. Washington Street, a 200-unit project with a mix of market rate and 80% AMI units.
- *Non-residential projects*:

- ✓ Yesler private partner Office/Medical/Commercial development under construction in 2024 include:
  - Northwest Kidney Center - a 37,570 SF dialysis center on Block 7 north at Alder Street. Construction is expected to be completed in 2025.
  - Prospera Hotels closed in 2023 with construction likely starting in late 2024.

## Yesler Services Legacy

The Choice Neighborhood Grant from HUD provided seed funding for the redevelopment of Yesler, included funding for the provision of services to Yesler residents during the grant period, and provided incentives for SHA to commit to sustaining health, employment, education, and other services after the grant period ended. During the grant period, SHA provided an average annual budget for services of \$400,000 to \$600,000. SHA committed to sustaining approximately this service level into the future by dedicating an initial investment of funds that, when invested, could sustain a comparable funding stream to support the service needs of low-income residents of Yesler.

In 2021, the Board of Commissioners approved a resolution to dedicate approximately \$15 million from Yesler land sales proceeds to provide the investment to sustain Yesler services. The Resolution also outlined a process for selection of an entity that could be entrusted with the responsibility of fulfilling SHA's commitment to establish a sustainable funding source for Yesler services at an ongoing annual level of \$400,000 to \$600,000 a year. SHA Administration conducted a solicitation that produced potential partners to perform as steward of the funds and administrator of the initial phase of services.

## Jefferson Terrace

The Jefferson Terrace rehabilitation project is a two-year project. Financing closed in Summer of 2022 and construction began in September of 2022. The rehabilitation will upgrade the 6<sup>th</sup> floor entry by making the front desk area more accessible and approachable and improve management visibility of the lobby and front entry. The laundry room, which is currently located on the 1<sup>st</sup> floor, will be moved to the 6<sup>th</sup> floor to improve accessibility. The community room will be upgraded with new flooring, acoustic enhancements, new furniture, TVs, and improved lighting. The computer room will be upgraded, and new equipment will be installed.

The rehabilitation project scope includes replacement of sewer and domestic plumbing, mechanical and HVAC repairs and replacement, a new roof, repairs to exterior walls, and new energy recovery ventilation system. In the units, the project upgrades include replacement of toilets and sinks in bathrooms and sinks and appliances in the kitchen.

## Jackson Park Village

Jackson Park Village redevelopment will completely replace the aging 42 units and create approximately 50 additional units of housing on the site. Design development, entitlements, HUD approvals, financing, relocation, and community engagement will continue through Q3 2024 with a projected financial closing and construction anticipated to start in late 2024 and total construction period of approximately 18 months.

## Holly Court

Holly Court redevelopment is an existing public housing property in Seattle's south end and feasibility work began on this project in 2023. Redevelopment is in the early stages of planning and design, which



are expected to continue through 2024 and with closing projected in 2025. There is a possibility of commercial relocation activity that could occur in 2024, but no resident relocation is planned for 2024.

## **Northgate**

Northgate Commons is a redevelopment opportunity the Authority purchased in 2019 and it is in a high opportunity area, with high-speed transit access, schools and parks, and a nearby retail center. Redevelopment activities are in planning, with initial infrastructure work and demolition planned for 2025, and closing of an SHA project on a portion of the site in 2026.

## 2024 OPPORTUNITY INVESTMENTS

Opportunity Investments (OI) generally arise out of innovative ideas presented by staff or suggested by residents in the Budget Survey. They often reflect existing objectives including serving more people, advancing race and social justice initiatives, and addressing priorities raised by residents. OI's might also provide resources to finance a one-time activity, project-based staff associated with a term limited project, or to modernize SHA equipment and facilities. Additionally, SHA uses OI's to pilot or demonstrate programs. Opportunity Investments may either reflect concrete plans or may set aside funding for concepts which require further design and definition before their implementation. Below are the nine Opportunity Investments funded in SHA's 2024 Adopted Budget.

### ERP/HRIS - Contribute \$10.0M

In 2023, SHA funded the initial phase of replacing its Enterprise Resource Planning (ERP) software, EnterpriseOne, as the vendor informed SHA that it would no longer be supported in the coming years. This project also includes the replacement of SHA's Human Resources Information Systems (HRIS), which integrates to the ERP. Initial funding was \$2 million, which enabled consultants and SHA staff to prepare and solicit for a vendor to replace these systems. That solicitation is in progress. For 2024, the Information Technology Department projected \$10 million for the completion of this project. This funding will pay for the replacement software when the vendor is selected and implementation and integration of the new system. SHA also anticipates that a significant amount of existing staff's time will be used on this upgrade project and this funding will help hire temporary staff or other backfill options while existing staff are working on the upgrade.

### Right Sizing Maintenance Team - Contribute \$6.6M (8 FTE)

SHA successfully completed a multi-year Right Sizing program pilot that was initially funded in 2019. Currently SHA has approximately 350 over-housed households, which is defined as households that have more bedrooms in their home than are needed for their household size. As property management staff work on moving families to appropriate sized units it creates additional vacate turns for the Maintenance team. SHA hopes to turn an additional 85 units per year with this newly created team to tackle the backlog. A dedicated team will allow Maintenance to reassign staff from already existing bodies of work, such as urgent, routine, or regular vacate workorders.

### Leasing and Move Support Team - Contribute \$4.6M (8 FTE)

For 2024, Housing Operations planned a Leasing and Move Support Team that will focus on improving the lease up processes for new development projects with a goal of increasing the lease up time by 2-3 months from current turnaround time. Having a flexible and specialized team tasked with lease up projects will reduce the workload on existing property management staff and improve SHA's ability to move residents into units more quickly. Over the next couple of years, this team will be working on supporting the development projects at Sawara, Jefferson Terrace, Juniper, Holly Court, Jackson Park Village, and the Northgate Apartments.

The second function of this team is to address the backlog of over-housed households through the Right Sizing program (discussed above). Having a dedicated team to identify, coordinate, and facilitate the relocation of these households will enable SHA to serve approximately 2.5 more people for each right sized unit for an estimated total of 875 more people.

### **Process Improvement - Contribute \$4.0M (5 FTE)**

This proposal funds a Continuous Improvement Team for five years within the Executive Department. This proposal originated from the 2020-2025 Sustainability Agenda focused on reducing paper use and creating efficiencies in workflows through digitizing 20% of forms used in Housing Operations and Housing Choice Voucher Departments. In 2021, this goal was surpassed and the project team behind the original goal developed a set of recommendations for agency leadership to further our efforts to digitize business processes. In response to the COVID-19 pandemic and the agency-wide shift to telework – business processes that rely on the exchange of paper forms or paper-based approval routing for the expenditure of funds no longer align with how SHA operates. This project will expand upon existing relationship building, coaching & training of Lean principles, and the management of larger process improvement projects that span multiple departments, including Finance & Administration, Housing Choice Vouchers, Housing Operations, Human Resources, and Information Technology departments.

### **Buy Up Program - Contribute \$2.0M**

The 2024 Budget proposes a \$2 million contribution to the Buy Up Program. The program provides funding to non-profit housing developers to diversify the number of bedrooms provided in low-income housing units. SHA contributed \$2.5 million towards the Buy Up Program in 2023 and the program was successful and cost-effective at providing more subsidized housing options for low-income families. As of 2023, the agency has committed \$4.4 million to three projects; 1) 14 units for \$1.05 million at the Northgate project developed by Bridge Housing and Community Roots; 2) \$2.345 million for 31 units at Elements at Georgetown developed by Together We Grow and 3) \$990,000 for 11 units at the St Luke's project developed by Bridge Housing.

### **Housing Quality Tracking and Improving the Physical Condition of SHA Properties - Contribute \$530K (1 FTE)**

The Asset Management Department made a request to extend an existing project-based position, Housing Quality Analyst, through the end of the five-year Housing Quality Opportunity Investment (OI) approved in 2023. This OI is focused on improving interior and exterior building conditions in the Low-Income Public Housing and Scattered Sites portfolios. It is also focused on eliminating lead-based paint in units, which is an important health and safety issue impacting resident quality of life. The extension of the Housing Quality Analyst will allow the Housing Quality Team to use inspections data and results by turning it into actionable information for property management, maintenance, and capital planning staff. This includes improved coordination between the Housing Quality Team, organizing and ensuring timely responses to HUD's Real Estate Assessment Center (REAC) and Washington State Housing Finance Commission (WSHFC) inspections, and real-time data to support capital planning and improvement. This position will also support the Housing Quality Manager in coordinating the agency's transition from Uniform Physical Condition Standards (UPCS) compliance to HUD REAC's newly released National Standards for the Physical Inspection of Real Estate (NSPIRE). This includes ensuring appropriate staff training for NSPIRE, as well as updates and testing of the Yardi Mobile Inspection module.

### **Public Housing Rehabilitation and Repositioning - Contribute \$520K (1 FTE)**

The Public Housing Rehabilitation and Repositioning OI was approved in 2023 and is focused on evaluating options for increasing long-term financial stability for the LIPH Highrise communities, addressing capital and operating needs, as well as environmental sustainability. This project is an opportunity to analyze the long-term viability of the LIPH Highrise portfolio, and to leverage additional

financial resources for both the properties and the agency. In the 2024 budget, the Asset Management Department proposes adding one new FTE to this project. The Building Sustainability Analyst will focus on creating a capital improvement plan for existing SHA owned/managed multifamily buildings to meet voluntary and emerging regulatory requirements for energy performance. In addition, this position will enable SHA to meet its voluntary Better Climate Challenge commitment to the US Department of Energy, as well as the mandatory Washington State Building Performance Standards and City of Seattle Carbon-based Building Performance Standard. In preparation for SHA to meet the first compliance deadline for Washington's Building Performance Standards, this position will be facilitating the adoption of agency-wide Design and Construction Standards, which is a Sustainability Agenda goal focused on streamlining products, finishes, and equipment used across all SHA portfolios and new construction.

### **Aging in Place - Contribute \$500K**

This is a three-year proposal to both continue existing work, and to explore new initiatives around Aging in Place. Year one of this multi-year initiative will be used to build on existing aging in place work and contracts. Programming dollars for Aging in Place Wellness Programming will be increased to support programs such as chronic disease management, exercise and flexibility, nutrition, and fall-prevention and balance. Increased funding will provide depth to programming for currently served properties, as well as including new properties in Low-Income Public Housing (LIPH) high-rises or HOPE VI/Yesler Terrace communities with high concentrations of seniors. Added funds will also be used to increase resident-driven social and cultural programming for seniors in LIPH high-rises, HOPE VI, and Yesler communities. Robust programming in creative arts, cultural sharing, civic engagement, and volunteerism (and in the Garden communities: intergenerational connections) will be added to Community Service Division's Community Builder program. In parallel to increasing program funds, the Aging in Place workgroup will be reviewing other areas for potential investment such as supporting cluster care, providing caregiver housing, supporting thriving social communities, increasing the quantity of senior-preferred housing, ensuring age-friendly design of current housing, and softening the transition from independent housing to higher levels of care.

### **COVID Deferred Maintenance - Contribute \$481K (2 FTE)**

In 2023, SHA approved a multi-year maintenance team to focus on performing in-unit maintenance that was postponed or deferred due to the COVID pandemic, as well as maintenance needs that went unreported over the past three years. The existing deferred maintenance team has been addressing this backlog through their day-of-service model, where they focus on a specific property for one week at a time. This approach has been highly effective and efficient in closing out work orders and addressing unreported maintenance issues. For 2024, Housing Operations is proposing to supplement the existing team with two additional positions for the duration of the project. Housing Operations will continue to use this model to move through the COVID maintenance backlog with a goal of addressing the majority of the COVID related backlog by the end of 2025.

**Table 1: Opportunity Investment Staffing CY 2024**

<b>Program Element</b>	<b>Adopted FTEs CY 2023</b>	<b>Adopted FTEs CY 2024</b>
Housing Operations	32.5	46.0
Asset Management	2.0	4.0
Administrative Departments	1.0	6.0
<b>Total</b>	<b>35.5</b>	<b>56.0</b>

*SHA's 2024 adopted Opportunity Initiative (OI) Staffing includes an additional new 20.5 FTEs. There is a net 13.5 additional OI FTE in Housing Operations. Housing Operations will staff an additional 8.0 FTE in Impact Property Services to support building rightsizing and 2.0 to provide additional support for the 2023 Deferred Maintenance OI. Housing Operations will also staff 8.0 FTE to support the 2024 Leasing and Move Support OI. There are also 2.0 additional OI staff in Asset Management: one Housing Quality Analyst and one Building Sustainability Analyst. Finally, there are 5.0 additional staff in Executive (Administrative Department) working on the 2024 Process Improvement OI.*

## SERVICE HIGHLIGHTS – RESIDENTS AND/OR VOUCHER HOLDERS

A critical priority for SHA is improving the quality of the services we provide for residents and voucher holders. Below are key elements and new investments of tenant services in the following areas: Serving More People, Serving Existing Residents/Voucher Holders well, Race and Social Justice work, and Capital Projects. Since many of these new investments serve more than one of these categories, initiatives that serve multiple purposes are cross-referenced and listed under the last bullet of each of the five categories.

### Serving More People

- Rightsizing Maintenance Team (OI) - \$6.6 million – In order to better right-size SHA units and have the appropriate size units for each family or person, SHA will create a Right-Sizing team of eight staff members. This team will minimize the backlog of work associated with over-housed or under-housed residents by 2029.
- Leasing and Move Support Team (OI) - \$4.6 million – SHA will be creating a Leasing and Move Support team of eight staff members for five years to help support development projects and leasing up new properties, as well as support moving and leasing across the agency as needed. The addition of this team would help reduce the workload of existing property management staff and improve SHA's ability to move residents into units more quickly. This team will also support the administrative work associated with unit right-sizing, including identifying, coordinating, and facilitating the relocation of over-housed households; this will allow SHA to serve an estimated total of 875 more people over five years.
- Buy-Up Program Investment - \$2.0 million – SHA will invest an additional \$2M into the Buy-Up program which incentivizes partner developers to create more family sized (three bedroom or more) units in opportunity neighborhoods.
- Also Serving More People:
  - ✓ Additional Deferred Maintenance Staffing (OI)
  - ✓ Process Improvement (OI)

### Serving Existing Residents Well

- Process Improvement - \$4.0 million – Over the next five years, SHA will commit \$4M to continuing process improvements across the agency that allow staff to work more efficiently and effectively to better support our residents and voucher holders. These funds will support all departments to develop processes that work better for both residents/voucher holders and staff.
- Buildings Sustainability Advisor (OI) - \$520,000 – In order to determine how SHA buildings can be more energy efficient, SHA will hire a sustainability advisor to analyze how to better meet voluntary and emerging regulatory requirements for energy performance. Preparing to meet and exceed these new and emerging local regulations will advance SHA's work for environmental justice within our building portfolios – particularly in our large buildings with more than 20,000 square feet.
- Housing Quality Analyst (OI)- \$530,000 – SHA will staff a Housing Quality Analyst to analyze how SHA's properties are meeting regulatory and legal requirements, including HUD's Real Estate Assessment Center (REAC) and Washington State Finance Housing Finance Commission

inspections. Improving review of self-inspection data and internal coordination around inspection results will support the agency's work to improve indoor environmental conditions and reduce occupant exposures to hazardous and potentially hazardous issues, like mildew/mold and lead based paint.

- Aging in Place (OI) - \$500,000 – SHA is funding a phased approach to aging in place programming for three years. This initial investment of funds will allow SHA to build on existing aging in place work throughout the agency, implement new initiatives as needed (such as cluster care model and/or universal design standards) and refine implementation. SHA will use these funds to explore options and research/data on how to best support our residents who are aging in place in our communities.
- Additional Deferred Maintenance Staffing (OI) - \$481,000 – In order to better support the maintenance backlog work being addressed in the Deferred Maintenance Opportunity Initiative that began in 2023, SHA will fund two additional maintenance positions, increasing the staffing level for the Deferred Maintenance team to 11.0 FTE from 9.0 FTE. These positions will work directly to help to restore units that have required maintenance work that went unaddressed during the COVID pandemic. Responses to the 2024 Budget Survey indicate that residents continue to prioritize unit repairs and upgrades moving into 2024; these additional positions will help support efforts to reduce the backlog of maintenance work related to unit upkeep.
- Clutter Support Contract and Staffing - \$560,714 – SHA is making an ongoing commitment to help residents suffering from clutter and hoarding disorders and help to improve the cleanliness of the units in SHA properties and communities by continuing to staff a Clutter Coordinator, adding a Clutter Support Aide, and continuing contracted work with Full Life Care (FLC). The Clutter Coordinator will help establish training and guidance for SHA staff on how to best handle residents with clutter or hoarding issues as well as coordinate SHA's work and contracted work on this issue. The Clutter Aide will help residents with clutter prepare their units for maintenance work conducted by IPS. The contract with FLC allows SHA to consult with specialists and experts in hoarding/clutter issues who are working to develop a plan to address both the mental health issues associated with hoarding and clutter, as well as the cleanliness issues that impact other residents. Data from the 2024 Budget Survey shows that promoting housing stability by connecting residents to mental health services is a top priority.
- Mediation Services - \$298,400 – SHA will continue third party mediation services for both residents and voucher holders. This service provides an additional resource for residents to better communicate with SHA/other residents and for voucher holders to better communicate with landlords.
- Expansion of the Community Building Team - \$270,100 – SHA's Community Services Division (CSD) will staff an additional Community Builder and a Community Builder Supervisor to better support engagement with SHA residents. These positions will build upon the existing community building work done by CSD and help to facilitate clear and frequent communication between staff and residents.
- Customer Engagement and Communication Advisor - \$126,500 – To better incorporate resident input in the planning, decision making, and execution process of Capital Improvements and building rehabilitation process, SHA will staff a Customer Engagement and Communication Advisor. This position will primarily develop processes that create an opportunity for residents and the agency to engage and gather input regarding the capital improvements planned for our buildings and provide improved communication during the construction process.

- Service Coordinator - \$112,300 – Community Services Division will staff a Service Coordinator to help coordinate services for residents at Jefferson Terrace. SHA is anticipating many residents with high needs moving into Jefferson Terrace in 2024; this position will work with residents to discuss health and social issues, provide education, support care plans, work with providers to schedule appointments, engage with residents in ways that are culturally competent and respectful, and work within the community to find additional resources for referrals and resident support. Responses to the 2024 Budget Survey show that providing connections with services and resources is a main priority of SHA residents.
- Housing Counselor - \$122,700 – Admissions team in Housing Operations will staff another Housing Counselor to support residents leasing in SHA properties. This position will address the growing need for additional staff support for new admissions to SHA properties.
- Additional Staffing at the High-Rise Buildings – The adopted budget funds additional staffing to address the concerns of residents in the SHA properties. The proposal notably elevates property management staffing at high rise buildings by adding three new Assistant Property Managers (APMS), retain five APMS and three Property Managers added as project positions in 2023.
- Maintenance Work
  - ✓ Rightsizing Maintenance Team (OI)
  - ✓ Leasing and Move Support Team (OI)

## Race and Social Justice

- Digital Equity Team (OI)- \$1.0M – SHA will fund the Digital Equity project an additional two years to support more residents in developing technological proficiency. The project will be supported by nine staff members who will provide training and expertise for residents in how to best use their technology in general, including how to best communicate with SHA using Yardi Portal. During these two years the team will also be working to develop a plan for how SHA could continue to support digital equity on an on-going basis. The 2024 Budget Survey shows that providing access to technology and technology trainings/services ranks highly in residents' service priorities.
- Advance career development opportunities - \$618,300 – SHA is providing additional training and career development opportunities to our staff to promote equitable career advancement and improve technical and soft skills. The opportunities include additional funds for department RSJ/onboarding training and tuition assistance for staff to get further educated in their field of work. These career development advancements will help SHA staff to better support SHA residents and voucher holders by improving efficiency and knowledge gaps in the agency.
- Race and social justice (RSJ) trainings and programs - \$23,800 – SHA will provide additional funds to establish and continue RSJ trainings and equity focused work groups in several departments around the agency. Having additional RSJ trainings will better educate staff in RSJ issues such as race/gender bias and social inequities. These funds will also support ongoing Affinity Group work and initiatives. The Affinity Groups provide community and opportunities to discuss RSJ issues around the agency, and they provide a venue for marginalized staff to present recommendations to the agency on how to best RSJ work and programs moving forward.



## Capital Projects

SHA will continue to support residents by maintaining and upgrading buildings through capital projects. The top investments will include:

- ✓ Roofing Replacements and Repairs
- ✓ Building Interior and Exterior Upgrades
- ✓ Flooring Replacements
- ✓ Heating and Ventilation Improvements
- ✓ Security System Improvements

Climate resilience investments that will advance environmental justice in senior housing, high rise, and single-family scattered sites portfolios.

## CONSOLIDATED BUDGET

The following summary table presents the adopted operating and capital budgets for Calendar Year (CY) 2024 in comparison to 2023 for all housing programs and business activities. It also describes changes in staffing levels from the CY 2023 budget to CY 2024.

### CY 2024 ADOPTED BUDGET

Table 2: 2024 Consolidated Adopted Budget

	CY 2023 Adopted Budget	CY 2024 Adopted Budget	Percent Change
Program Operations and Administrative Expenses	124,099,000	138,562,300	11.7%
Housing Assistance Payments (HAP)	157,814,000	158,822,000	0.6%
Grant-Funded Expenses	2,948,000	1,053,000	(64.3) %
Capital & Non-Routine Expenses	24,775,000	23,347,000	(5.8) %
Opportunity Investments	20,108,000	29,307,000	45.7%
Redevelopment	86,475,000	53,835,000	(37.7) %
<b>Total Expenses</b>	<b>416,219,000</b>	<b>404,926,300</b>	<b>(2.7) %</b>

Table 3: 2024 Operations & Capital Staffing Levels

Program Element	Adopted FTE's CY 2023*	Adopted FTE's CY 2024	Change 2023 to 2024
Housing Operations	402.7	416.0	3.3%
Asset Management	69.2	71.9	3.9%
Housing Choice Voucher Program	85.5	88.5	3.5%
Administrative Departments <sup>1</sup>	138.6	151.6	9.8%
<b>Total</b>	<b>696.0</b>	<b>728.0</b>	<b>4.6%</b>

*\*The Adopted FTEs CY 2023 numbers by program element vary from the 2023 Budget Book because the Solid Waste and Fleet Department as well as the Environmental Sustainability and Stewardship Division moved from Housing Operations to Asset Management's budget in mid-year 2023. Housing Operations' 2023 FTE count was reduced by 24.3 while Asset Management's FTE count was increased by the same. The effect of the total 2023 FTE count is net zero.*

### Overview

The adopted CY 2024 combined operating and capital budget totals **\$404.9 million** and is **\$11.6 million** less than the 2023 Adopted Budget. This year-to-year reduction is primarily due to the completion of Sawara and Salish Landing.

*Program Operations and Administrative Expenses* in 2024 increased by \$14.5 million or by 11.7% over 2023. About \$3.0 million of the increase is attributable to the inclusion of High Point South in SHA's

<sup>1</sup> "Administrative Departments" are Human Resources, Finance and Administration, Information Technology, Development, Executive, and the Office of Policy and Strategic Initiatives.

budget. *Housing Assistance Payments* increased by \$1.0 million, a 0.6% increase over 2023. *Grant expenses* decreased by \$1.9 million and are 64.3% less than 2023 primarily because of the end of the Digital Equity grant.

*Capital and Non-Routine Expenses* decreased \$1.4 million in 2024 or 5.8% below 2023; *Opportunity Investments* total \$29.3 million for 2024, up by 45.7% from last year. The *Redevelopment Program* decreased by \$32.6 million as compared to 2023, or lower by 37.7%, and is the net result of reduced activity at Yesler and Salish Landing. The redevelopment of Jefferson Terrace will continue into 2024 and the redevelopment of Jackson Park Village is expected to commence in 2024. For more detail on each of these Table 2 line-items, please see the corresponding sections below.

Adopted full-time equivalent (FTE<sup>2</sup>) regular positions increased from 696.0 in 2023 to 728.0 in 2024, showing an increase of 32.0 FTEs. This staffing change consists of a net 12.7 FTE added to Housing Operations including but not limited to various additional property management staff, an additional Community Builder and Community Builder Supervisor in Community Services Division (CSD), and a Housing Counselor in Admissions. Additionally, the Environmental Sustainability and Stewardship Divisions (including Solid Waste and Fleet) moved from Housing Operations to the Asset Management department in the fall of 2023, decreasing Housing Operation's total 2023 FTE by 24.3 and increasing Asset Management's total FTE by the same. This move was a result of discussions on how the agency can better focus and align environmental sustainability and environmental justice work to better incorporate into our Capital program. Housing Choice Vouchers added a net 3.0 FTE to their operating staff. Administrative departments added a net 13.6 FTE, including but not limited to additional support staff in Human Resources and Finance and Administration, as well as a Project Manager and Help Desk Manager in the Information Technology Department. These FTE additions will assist SHA to match increased workloads for departments and fulfill established goals.

## PROGRAM OPERATIONS AND ADMINISTRATIVE EXPENSES

SHA's Program and Administrative expenses include all operating salaries and benefits, administrative costs, operating expenses, and equipment; tenant services, building maintenance, professional and service contracts, and utilities. In 2024, these expenses collectively are adopted to increase by a net of \$14.5 million or 11.7% over the 2023 Adopted Budget. This increase primarily results from additional onsite property management and maintenance staffing positions, added staffing capacities in administrative offices and community services, and inflationary adjustments. About \$3.0 million of the increase is because of the addition of High Point South to SHA's budget. High Point South LP is expected to dissolve in 2023, and its incorporation into SHA's operating budget is reflected in the adopted 2024 budget. Excluding the impact of High Point South on 2024 budget, the increase in Program Operations and Administrative Expenses is \$11.2 million or 8.8% increase over 2023.

### Housing Assistance Payments

The adopted 2024 Housing Assistance Payments (HAPs) budget is \$158.8M and encompasses two major components: Moving to Work Voucher (MTW) HAPs, at \$129.1M, and Special Purpose Voucher (SPV) HAPs, at \$29.7M. The adopted 2024 MTW HAPs budget includes all SHA's MTW vouchers with a total budgeted cost of \$129.1M. Within the adopted 2024 SPV HAPs budget are several SPV programs: Veterans Affairs Supportive Housing at \$5.6M, Family Unification Program at \$4.7M, Mainstream at \$4.0M, Rental Assistance Demonstration at \$4.6M, Moderate Rehabilitation at \$1.1M, as well as the

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<sup>2</sup> FTEs include all SHA full-time employees and part-time employees who receive benefits. It does not include Intern positions, and temporary part-time or partial year employees who do not receive benefits. Except for positions in OI projects, Project employees who are hired for the duration of a specific activity or project are included in the FTE total.

temporary Emergency Housing Vouchers (EHV) at \$9.1M. The 2024 forecast does not include additional Special Purpose Vouchers applied for in 2024, or any allocation of new MTW HCV vouchers authorized by HUD in 2024.

In 2024, SHA will have 10,583 authorized MTW vouchers and 2,353 authorized Special Purpose vouchers (including 518 temporary Emergency Housing Vouchers). The adopted 2024 HAP budget anticipates MTW full-year utilization to remain elevated at nearly 10,063 vouchers, or 95.1%, and SPV full-year utilization at 2,172 vouchers, or 92.3%. Excluding the new Emergency Housing vouchers, SPV utilization is anticipated at 1,835, or 92.2%. Combined, MTW and SPV utilization is anticipated to be 94.6%, a 0.8% decrease from 2023. To increase utilization in 2024, SHA will create a new voucher waitlist and will begin issuing vouchers as soon as possible.

The adopted 2024 \$158.8M HAP budget is a \$800,000 increase from the adopted 2023 Budget of \$158.0M; the MTW HAP Budget decreased by \$1.6M, from \$130.7M in 2023 to \$129.1M adopted in 2024. The SPV HAP Budget increased by \$2.4M, from \$27.3M in 2023 to \$29.7M in 2024. The \$800,000 increase in HAP budget is entirely supported by Special Purpose Voucher programs, particularly EHV where we see an increase of \$1.6M in expenses from 2023 to 2024.

The Seattle Housing Authority was awarded a total of 518 Emergency Housing Vouchers (EHV) in 2021 following President Biden's signing of the American Rescue Plan. Those eligible for these tenant-based vouchers are individuals or families who are (1) homeless; (2) at risk of becoming homeless; (3) fleeing domestic or date violence, sexual assault, stalking or human trafficking.

Emergency Housing voucher funds provided landlord supports in addition to housing search/move-in supports for EHV holders. SHA fully utilized all 518 vouchers and can no longer reissue these vouchers after September 2023. This program provided an opportunity to serve a group of people that struggle to find long term housing and allows SHA to coordinate with our partners to get a better understanding of the landscape of homelessness in Seattle.

# DEPARTMENT BUDGETS

The table below shows adopted 2024 operating expenditures for all departments and projected housing assistance payments. The adopted 2024 operating expenditures (excluding service grants) of \$297.6 million represent an overall increase of 5.4% from 2023. Direct Operating expenses, before backing out internal service fees, increase 10.9% and Housing Assistance Payments (HAPs) increase 0.6% from 2023. All departments will have inflationary increases, and many will have supplemental budget adds for new activities. Notable changes in the adopted 2024 budget from 2023 are explained in the department sections following this table.

## SHA DEPARTMENT OPERATING BUDGET COMPARISONS OF 2022 – 2024

Table 4: 2024 Department Budgets

Departments and/or Divisions Expenditures	CY 2022 Actual (000)	CY 2023 Adopted (000)	CY 2024 Adopted (000)	CY 2023 to CY 2024 % Change
Executive	3,367	4,180	4,498	7.6%
Policy and Strategic Initiatives	1,277	2,319	1,969	(15.1)%
Development	1,796	2,060	2,408	16.9%
<b>Asset Management Subtotal</b>	<b>9,315</b>	<b>9,388</b>	<b>10,120</b>	<b>7.8%</b>
Asset Management	1,669	2,318	2,390	3.1%
AM Commercial Facilities	929	1,025	1,084	5.8%
101 Elliot	1,961	679	993	46.2%
Solid Waste and Fleet	4,612	4,968	5,222	5.1%
Inspections	144	398	431	8.3%
Finance and Administrative	16,710	16,900	18,965	12.2%
<b>Housing Operations Subtotal</b>	<b>85,835</b>	<b>94,766</b>	<b>105,286</b>	<b>11.1%</b>
Housing Ops Admin & Admissions	4,300	4,028	5,605	39.1%
LIPH Central, No. So., Scattered Sites & LIPH Admin*	26,905	30,091	29,636	(1.5)%
Yesler, Baldwin, Ritz, and EOC	415	438	449	2.5%
Seattle Senior Housing Program	7,177	7,095	8,161	15.0%
Special Portfolio	8,448	9,662	10,920	13.0%
Impact Property Services Operations	20,170	20,538	21,680	5.6%
Impact Property Services Facilities	353	394	416	5.6%
Community Services	5,429	8,755	9,951	13.7%
JobLink	2,617	3,156	3,443	9.1%
IPM, NH II & III, RV I, HPN, Parks & Campus of Learners**	10,021	10,609	15,025	41.6%
Information Technology	5,998	7,598	8,964	18.0%
Human Resources	3,322	4,525	5,129	13.3%
Housing Choice Vouchers	14,438	15,368	17,191	11.9%
<b>DIRECT OPERATING</b>	<b>142,058</b>	<b>157,104</b>	<b>174,530</b>	<b>11.1%</b>
Plus Housing Assistance Payments	142,101	157,814	158,822	0.6%
Less Internal Agency Fees	(28,478)	(32,667)	(36,024)	10.3%
<b>TOTAL OPERATIONS</b>	<b>255,681</b>	<b>282,251</b>	<b>297,328</b>	<b>5.3%</b>

\*Jefferson Terrace converted to Partnership. The 2024 budget excludes Jefferson Terrace.

\*\*High Point South LP exited from partnership and dissolved in 2023. The property’s budget is included in 2024.

A comparison of FTEs in 2023 and 2024 by Department is presented in the table below. The change in the right-hand column represents position additions, reductions, and/or transfers from one Department to another. Please see department sections that follow for more specific information on staffing changes.

**Table 5: 2024 Department Operating FTEs<sup>3</sup>**

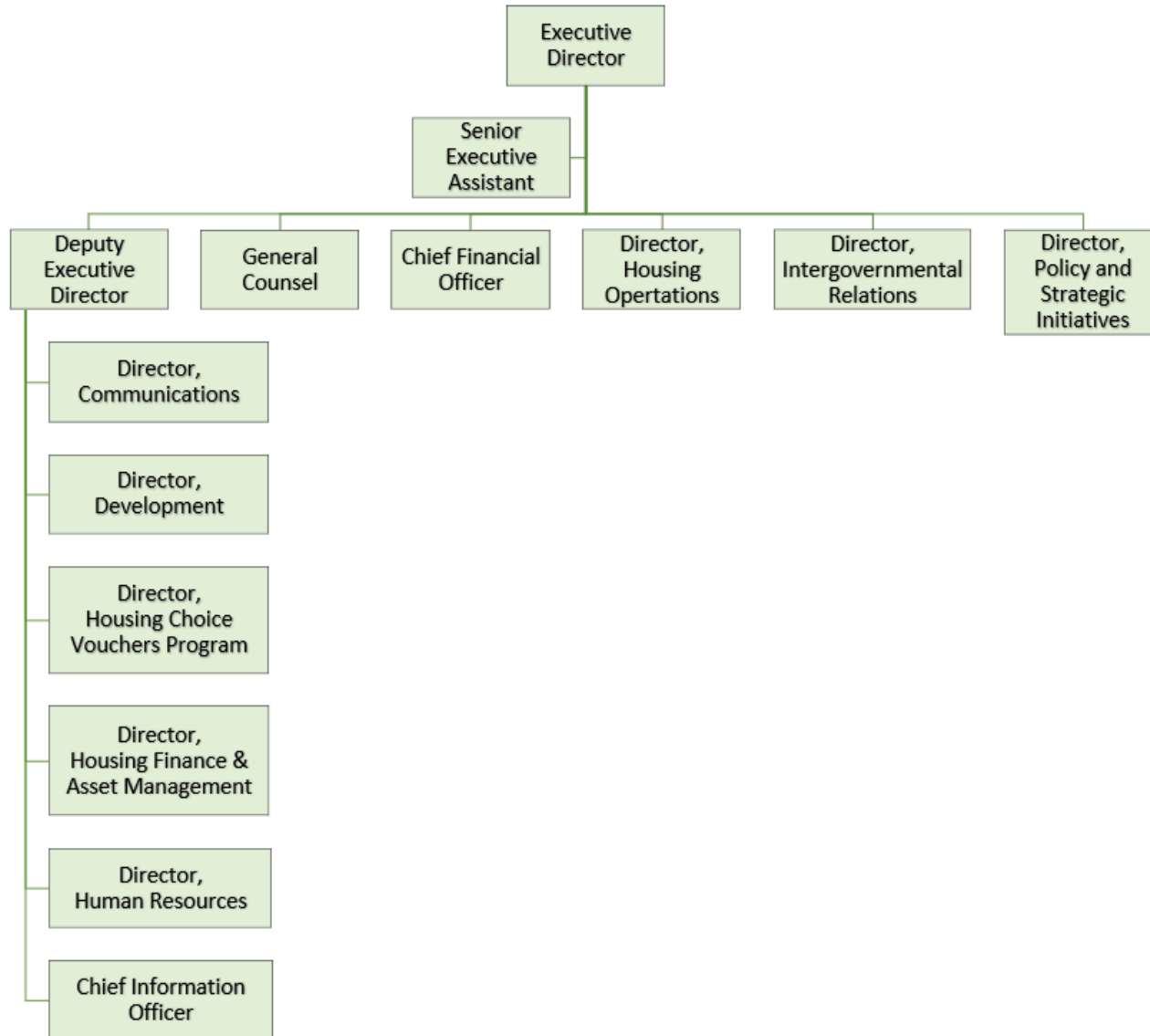
<b>Full-time Equivalent Positions</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>	<b>Change</b>
Executive	18.0	19.0	1.0
Policy and Strategic Initiatives	9.0	9.0	0.0
Asset Management	30.8	31.8	1.0
Asset Management Commercial	2.6	2.6	0.0
Construction	18.5	18.5	0.0
Solid Waste and Fleet	17.3	19.0	1.7
Development	13.6	14.6	1.0
Finance and Administration	51.9	56.9	5.0
Housing Operations*	402.7	416.0	13.3
Human Resources	17.6	20.6	3.0
Information Technology	28.5	31.5	3.0
Housing Choice Vouchers	85.5	88.5	3.0
<b>TOTAL</b>	<b>696.0</b>	<b>728.0</b>	<b>32.0</b>

\*The Cushman and Wakefield property management company for three Special Portfolio properties served SHA with a notice of contract termination effective 12/31/2023. SHA is working on a staffing proposal to manage these properties in-house. The 2024 FTE counts will potentially change. Funding for the positions is factored based on the prior budget from the management company with recent updates.

<sup>3</sup> Term-limited FTEs related to Opportunity Investments are shown in Table 1.

# EXECUTIVE

## EXECUTIVE DEPARTMENT





## Executive Budget

<b>Executive Department Expenditures</b>	<b>2022 Actual</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>	<b>2023/2024 % Change</b>
Admin Salaries & Temp Help	\$2,910,800	\$3,333,700	\$3,633,000	8.9%
General & Admin Expense	378,000	569,000	580,900	2.1%
Tenant Services	800	2,400	2,500	3.9%
Maintenance & Contracts	77,600	274,800	281,900	2.6%
Utilities	-	-	-	-
<b>TOTAL OPERATING</b>	<b>\$3,367,200</b>	<b>\$4,179,800</b>	<b>\$4,498,300</b>	<b>7.6%</b>
<b>Salaries &amp; Benefits in Grants, Capital, and Limited Partnerships</b>	-	-	-	-
<b>TOTAL</b>	<b>\$3,367,200</b>	<b>\$4,179,800</b>	<b>\$4,498,300</b>	<b>7.6%</b>

Table 6: Executive Department Budget and FTEs

<b>Full-time Equivalent Positions</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>
Total FTEs	18.0	19.0

The adopted 2024 operating budget for the Executive Department is \$4.5 million, an increase of 7.6% from 2023. In 2024, Executive added 1.0 FTE totaling 19.0 FTE, compared to 18.0 FTE in 2023.

The Executive Department's adopted 2024 budget is substantially status quo with inflation increases, as well as approved additional funding requests which include the addition of an Intergovernmental Relations Coordinator II, increased outside training budget, and a Politico Pro subscription which would allow the agency to track multiple issue areas and increase knowledge of emerging federal legislative issues.

## Department Purpose and Function

The Executive Department staff will continue to provide executive leadership to coordinate the work of the agency across departments, provide oversight and direction on strategic policy initiatives, and advocate for the interests of low-income housing in local, regional, and national forums. The department provides communications, legal advice, and counsel to the Executive Director and colleagues in other departments and works closely with the Board of Commissioners to ensure their work represents shared priorities.

The Communications Department works to ensure that the Seattle Housing Authority's tenants, partners, constituents, stakeholders, commissioners, and employees are kept informed, and have opportunities to participate in the activities, strategies, and policies of the agency. The department leads special agency-wide initiatives including SHA's Digital Initiative to address digital equity, improve SHA services and provide for emergency and other timely communication with tenants. The Friendly Forms Project ensures that all SHA communications are respectful and provide clear, complete information for tenants and other recipients. The Communications team supports other departments on projects, issues management and communications, and manages centralized communications such as the website, regular newsletters, annual reports, press releases, media engagement and social media.

Intergovernmental Relations manages issues and concerns for all intergovernmental relations on legislative, budgetary, and constituent issues with Federal, State, and local governments, including issues with multi-million dollar impacts on SHA revenues and operations.

The Legal Office (the General Counsel's Office) provides legal analyses and advice on all matters related to SHA's programs and initiatives, including compliance with federal laws and regulations as well as chapter 35.82 RCW and other relevant state laws; personnel and labor relations, property management, landlord-tenant issues, and real estate finance and development. The Department represents SHA in judicial and administrative proceedings; drafts and reviews contracts, leases, policies, and other legal documents; responds to public records requests; responds to requests from program participants related to requests for accommodations and modifications; and investigates suspected fraud in the federal programs administered by SHA.

### ***Department Work Plan Highlights***

The Executive Department's 2024 work plan highlights include:

#### **❖ Executive Director's Office**

- Provide leadership and strategic guidance for the agency's priorities such as racial equity, tenant stability, economic self-sufficiency, rent policy, and asset repositioning.
- Continue SHA's leadership role with national industry groups including the Council of Large Public Housing Authorities (CLPHA) and the National Association of Housing and Redevelopment Officials (NAHRO). Represent the agency on the NAHRO national housing committee and on CLPHA and NAHRO subject-specific work groups and committees.
- Continue to work with other MTW agencies nationwide to preserve the authority and flexibility of the MTW demonstration as reflected in our renewed 2028 contracts with HUD. Demonstrate to HUD and Congress the effectiveness of MTW agencies in meeting statutory objectives and serving more low-income people.
- Provide leadership in serving more people through development, acquisition and Special Purpose Voucher award and issuance.
- Continue to acknowledge the hard work performed by SHA staff and provide opportunities for staff to thrive and advance in their careers with SHA.

#### **❖ Communications**

- Bring in-unit internet access to eight SHA buildings with high populations of Black, Indigenous and People of Color through evaluations of the 2023 BIPOC Equity Fund In-Unit Connectivity pilot and contracted third-party nonprofit vendor responsible for installation and support services. Plan and execute potential expansion based on findings.
- Continue to collaborate with the Community Services Division on digital navigation services for residents and voucher participants, especially focusing on assisting tenants with accessing and conducting business with SHA through the online SHA Portal. Continue network engagement with community and national partners working to close gaps in internet access, especially for people with low incomes and people of color.
- Support conversion of the CodeRED Tenant Emergency Alert System to a more modernized platform with greater ease of use, mobile access, translation, and other improvements. Provide training for identified SHA staff users and implement a regular test message procedure to ensure proper system functioning and keep users current on use of the technology and protocols.

- Advance the Friendly Forms Project (FFP) to review all standard SHA notices and communications to tenants to make sure SHA documents include useful context, respectful tone, complete information, an SHA contact, and other criteria developed by the FFP Working Group. Continue to lead the Working Group and make centralized resources available to departments. Promote the FFP concept, criteria, and resources so they are adopted widely throughout the agency.
- Improve SHA website following a re-launch on a new platform, including adoption of advanced Americans with Disabilities Act (ADA) accessibility and translation features.

#### ❖ **Intergovernmental Relations**

- Provide leadership, strategic direction, and outreach to create advocacy and strategic external partnership opportunities, to establish and meet goals necessary to achieve SHA's mission and serve our clients with a focus on Race and Social Justice (RSJ).
- Identify and monitor legislative issues important to SHA priorities. Provide analysis of adopted state and federal legislation that affects SHA. Lead SHA advocacy efforts on priority policy issues that affect SHA. Educate, inform, and engage elected leaders and their staff on housing issues.
- Maintain and advance relationships with partners at the federal, state, and local levels. Educate, inform, and engage elected leaders and their staff on housing issues.
- Position SHA with philanthropy, non-profits, and government for regional efforts to address homelessness, behavioral health needs and other opportunities that emerge.
- Provide leadership and strategic direction for engagement with HUD leadership and elected officials to influence policies affecting SHA and the people we serve. Develop and maintain solid relationship with key HUD and congressional personnel to facilitate opportunities to educate them on the actual or likely impacts of their actions. Actively participate industry associations for the same purpose.
- Expand education to SHA staff and residents on legislative issues. Identify and monitor legislative issues important to SHA priorities. Provide analysis of adopted state and federal legislation that affects SHA.

#### ❖ **Legal Department**

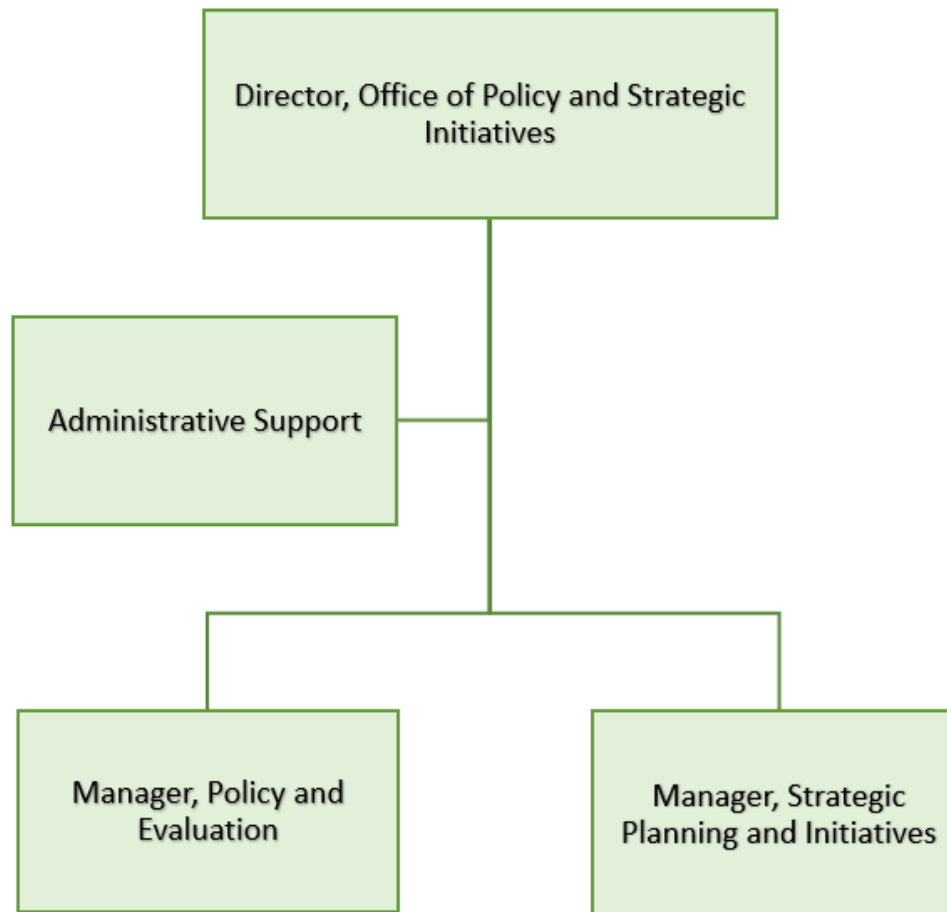
- Advise all SHA departments on a wide spectrum of legal issues including governance, public municipality obligations, personnel/labor relations, disability accommodations under federal and state law, landlord-tenant laws, compliance with HUD regulations (including Housing Choice Voucher program), purchasing and contracting, and the management, financing, and development of SHA's real estate, facilities, and projects.
- Provide representation in judicial and administrative proceedings or inquiries, including unlawful detainer actions and other types of lease enforcement actions. To this end, draft and file pleadings, briefs, motions, responses and replies, and answers to administrative investigations or inquiries as well as make arguments and present cases to judicial and hearing officers. "Fair and equitable resolution" means, in part, furthering SHA's anti-racism commitment by monitoring SHA processes to ensure that lease enforcement and other disputes do not evince unintended disproportionality or unwittingly further racist practices.
- Receive and process all requests for disability accommodation from applicants or participants in both Housing Operations and Housing Choice Voucher programs and arrange for reasonable and necessary accommodations or modifications when required. Create processes and advise/train staff on disability and accommodation compliance under federal and state law.

- Receive, review, and investigate reports of fraud and other misconduct involving SHA employees, residents, or program participants. To that end, reinforce the understanding of SHA staff regarding the fraud investigator's role and resources available while building and maintaining successful professional relationships with local and federal enforcement agencies.
- Review, receive, and process all requests for SHA's public records in a timely and efficient manner consistent with the requirement.

# **OFFICE OF POLICY AND STRATEGIC INITIATIVES**

**A Division of the Executive Office**

## OFFICE OF POLICY AND STRATEGIC INITIATIVES



## Office of Policy and Strategic Initiatives (OPSI) Budget

Policy and Strategic Initiatives Expenditures	2022 Actual	2023 Adopted	2024 Adopted	2023/2024 % Change
Admin Salaries & Temp Help	\$1,015,000	\$1,422,500	\$1,510,500	6.2%
General & Admin Expense	128,000	161,200	210,400	30.5%
Tenant Services	1,000	27,300	38,400	40.5%
Maintenance & Contracts	133,000	708,100	210,000	(70.3)%
Utilities	-	-	-	-
<b>TOTAL OPERATING</b>	<b>\$1,277,000</b>	<b>\$2,319,200</b>	<b>\$1,969,200</b>	<b>(15.1)%</b>
<b>Salaries &amp; Benefits in Grants, Capital, and Limited Partnerships</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>\$1,277,000</b>	<b>\$2,319,200</b>	<b>\$1,969,200</b>	<b>(15.1)%</b>

Table 7: OPSI Budget and FTEs

Operating Full-time Equivalent Positions	2023 Adopted	2024 Adopted
Total FTEs	9.0	9.0

The adopted 2024 operating budget for the Office of Policy and Strategic Initiatives (OPSI) is \$2.0M million, a decrease of 15.1% from 2023. In 2024, Policy will continue to have 9.0 FTEs.

The Office of Policy and Strategic Initiative's adopted 2024 Contracts budget shows a large decrease of 70.3% due to \$562,000 in expiring funds related to Strategic Planning, a Customer Service Research project, and Aging in Place funds. OPSI's Contracts budget also includes an additional \$50,000 to evaluate SHA's Strategic Planning Process in 2024. OPSI's General Admin Expense budget was increased by 30.5% to cover increased information technology cost and projected increase in mailing and postage cost. Finally, OPSI's Tenant Services budget was increased by \$10,000 to establish a stakeholder engagement fund.

## Department Purpose and Function

OPSI supports SHA's mission by developing collaborative solutions, empowering strategic decision-making, and testing and evaluating strategies. Since the team's inception in 2015, OPSI has played a key role in:

- ❖ **Developing collaborative solutions** by partnering with a range of stakeholders including staff, residents/participants, and community members to identify challenges, opportunities, and solutions to issues impacting SHA's mission.
- ❖ **Empowering strategic decision-making** by gathering, analyzing, and sharing information (including the voices of those most impacted) to guide decisions that have significant impact on powerful issues such as who has access to affordable housing, what affordability looks like, and balancing polar priorities. The Policy Office also brings best and promising practices and research to inform decision-making.

- ❖ **Testing and evaluating strategies** by serving as the evaluator for a variety of SHA policies and programs and working with departments to establish key metrics, success measures, and leading indicators.
- ❖ **Safeguarding and advancing federal housing policies and regulations** and supporting SHA's role as a leader within the national MTW program and the housing authority industry.

## Department Work Plan Highlights

OPSI has identified the following priorities as part of its 2024 work plan highlights, all of which will be done in collaboration with partnering departments:

- ❖ **Ongoing or recurring essential central services regarding agency-wide data**, including data definitions and reporting/analysis, and the management of data sharing agreement (DSA) approvals and policy.
- ❖ **Centralize reporting and coordination** of national, state, and organizational multi-departmental policies.
- ❖ **Establish and maintain external research partnerships** toward both long-term systems change that provide actionable results for SHA and partners.
- ❖ **Facilitate Cross-Departmental Policy Workgroup.**
- ❖ **Steward SHA's MTW participation:**
  - Produce high quality Annual Plan, Report, and compliance reporting.
  - Support staff understanding and use of MTW flexibilities,
  - Facilitate monitoring and evaluation of MTW activities,
  - Manage relationships with HUD and MTW peer agencies,
  - Participate in MTW Collaborative efforts, responses to HUD actions, and
  - Advise Intergovernmental Relations Department on legislative impacts on MTW.
- ❖ **Complete work on special projects continuing or emerging in 2024 including:**
  - Improve infrastructure for data analytics by improving documentation and creating a query library for use by analysts across the agency,
  - Collaborate on the 2024-2028 City Comprehensive Plan collaboration,
  - Update selected MTW metrics and remove prior HUD-required metrics that don't match.
- ❖ **Preserve & Promote MTW and Effective Federal Housing Policies:**
  - Assertively protect and promote SHA's MTW status and flexibilities including through supporting the MTW Collaborative Legislative Committee and Board
  - Lead, co-lead and/or actively participate in industry efforts to improve HUD rules and regulations,
  - Provide quality analysis and information to the MTW Collaborative, elected officials, HUD leadership and advocacy organizations to demonstrate the value of MTW flexibilities to decision makers locally and nationally,
  - Track and organize analysis and action to shape emerging regulations and policies when appropriate, and
  - Actively participate in national industry groups and advocacy bodies to ensure SHA's voice, on behalf of our community, is represented.
- ❖ **Equitable Housing Access:**



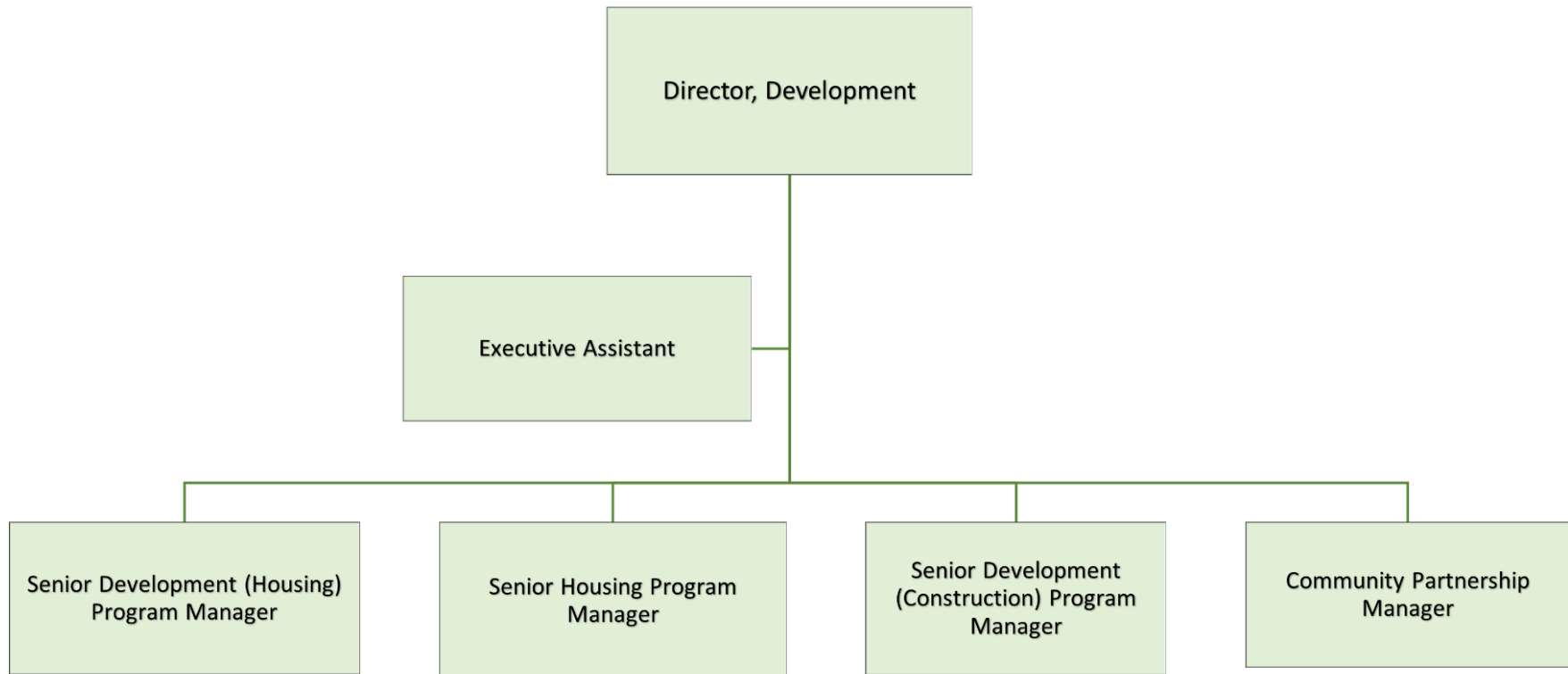
- Provide useful and actionable information to inform SHA policy decisions and opportunities to improve race and social justice and equitable access to SHA's housing resources.
- Provide recommendations for potential changes to SHA's policies that drive distribution of SHA's tenant-based vouchers (preferences).
- Inform the development of goals and related metrics for new HCV distribution strategies.
- Facilitate the launch by departments and the implementation monitoring and evaluation of two significant endeavors: (1) an innovative reintegration housing pilot codesigned with justice involved individuals and (2) a pilot program for rent reporting to help residents build credit, which could increase access to rental housing, affordable loans, qualification for mortgages and more.
- Lead efforts to implement HUD's new Equity Plan requirements should it go into effect for Seattle in 2024.

❖ **Informed and Strategic Decision Making:**

- Continue to create high quality, actionable information, data, and recommendations to inform and facilitate agency decisions and actions. Lead an inclusive process to develop recommendations for improvements to SHA's policies that determine how participants' income and rent are calculated so that the policies and processes are transparent, equitable and minimize the burden on families and staff.
- Inform asset repositioning decisions by providing impact analysis of related MTW and other policy changes associated with various options.
- Lead internal workgroup to improve standards for collection and use key resident/participant demographic data & develop implementation plan.
- Facilitate implementation and continuous improvement of a new, more equitable approach to stakeholder engagement incentives developed in 2023.
- Inform and/or develop measurements and outcomes to track issues prioritized in SHA's new strategic plan.
- Deliver high quality, actionable information, and recommendations to inform and facilitate agency decisions and actions on emergent and priority issues.
- Provide technical assistance to departments on research and evaluation activities such as surveys and focus groups.

# DEVELOPMENT

## DEVELOPMENT



## Development Budget

<b>Development Department Expenditures</b>	<b>2022 Actual</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>	<b>2023/2024 % Change</b>
Admin Salaries & Temp Help	\$1,624,400	\$1,881,300	\$2,168,200	15.25%
General & Admin. Expense	163,600	166,000	208,600	25.6%
Tenant Services	-	-	-	-
Maintenance & Contracts	8,100	13,000	31,500	141.9%
Utilities	-	-	-	-
<b>TOTAL OPERATING</b>	<b>\$1,796,100</b>	<b>\$2,060,400</b>	<b>\$2,408,300</b>	<b>16.9%</b>
Salaries & Benefits in Grants, Capital, and Limited Partnerships	264,600	282,200	295,200	4.6%
<b>TOTAL</b>	<b>\$2,060,700</b>	<b>\$2,342,600</b>	<b>\$2,703,600</b>	<b>15.4%</b>

Table 8: Development Department Budget and FTEs

<b>Full-time Equivalent Positions</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>
Total FTEs	13.6	14.6

The adopted 2024 operating budget for Development is \$2.4 million, a 16.9% increase from 2023.

The department's FTE increased by 1.0 FTE, for a total of 14.6 FTE in 2024 compared to 13.6 in 2023; this reflects a Construction Project Manager moving from Asset Management to Development.

The Development Department's 2024 Adopted Budget shows an increase due to inflation, as well as additional funding requests for increased conference and training budgets for senior staff and increased budget for department-wide Race and Social Justice (RSJ) training.

## Department Purpose and Function

Development is accountable for advancing the goal of increasing SHA's low-income, work force, and affordable housing. It serves the Seattle Housing Authority's Mission by developing safe and affordable housing in thriving communities. The Department also seeks to increase the number of affordable housing units, both rental units and home ownership, through a variety of programs and partnerships. For example, revitalizing the 80-year-old low-income housing in the Yesler community with a new vibrant mixed income and mixed-use community connected to nearby neighborhoods and providing a variety of rental housing choices, plus community facilities and other amenities. Another important responsibility of the Development staff is marketing properties successfully to private developers for rental and homeownership opportunities, including affordable rental and ownership opportunities.

The Development Department reports to the Deputy Executive Director. The Development Department is responsible for redevelopment that includes:

- ✓ Planning new affordable housing and redevelopment.
- ✓ Managing community processes surrounding development visions.

- ✓ Estimating cost of all aspects of development projects; identifying and modeling financing sources and costs; and managing projects within adopted budgets.
- ✓ Implementing development projects.
- ✓ Creating and managing partnerships with outside affordable housing entities to support the creation of additional affordable units in the City of Seattle.
- ✓ Overseeing the sale of land to private developers and the subsequent development of market-rate or workforce housing.
- ✓ Managing and supporting neighborhood associations until property owners in the communities assume management and financial responsibility.
- ✓ Participating in local and regional planning meetings that may involve potential new low-income and affordable housing development opportunities.

### ***Department Work Plan Highlights***

In 2024, the Development Department will focus on the strategic goals of expanding housing opportunities and promoting quality communities through development of the SHA housing, key partnerships with both market rate and affordable housing developers, and social infrastructure of Yesler Terrace. Key activities will include:

- ❖ **For-sale partnerships at Othello Station will continue through 2024 with the last property closing happening in the first half of the year.** Work around environmental cleanup and site management with the development partners at Othello Station will continue through the year and staff will be engaged in managing those processes. Staff will evaluate other for-sale sites including portions of the Holly Court and Northgate sites as part of the redevelopment planning efforts and the Red Brick site. Current pending sales are:
  - Othello Parcel A is under contract with Community Roots Housing. Closing is scheduled for the first quarter in 2024.
  - Othello Parcel D is under contract with HomeSight. Closing is anticipated for December 2023.
- ❖ **Housing Development Projects**
  - Salish Landing: With construction completion in 2023 and full lease up expected by end of summer 2023, the work in 2024 will focus on project closeout involving coordination with Development financing staff, operations, and construction team.
  - Jefferson Terrace Renovation: Recently added to the Development portfolio of work, renovation work will continue at Jefferson Terrace to upgrade key building systems and safety improvements as well as refresh the apartment finishes and add amenities for residents. Construction management staff will continue working with residents and operation staff to ensure minimizing disruption during construction. Construction will be completed in the first quarter of 2025.
  - Jackson Park Village: Redevelopment of JPV will completely replace the existing aging 42 units and create approximately 50 additional units of housing on the site. Development staff will be working on entitlements, HUD approvals, financing, relocation, and community engagement as the design work progresses. The projected financial closing and construction start is the third quarter of 2024. Construction is anticipated to last 20 months.
  - Holly Court: In 2024, SHA will develop master plans for the site including short plat and infrastructure needs. With HUD disposition approval, building design will be launched. The

current site concept is to build on the north end of the site to avoid displacement of current SHA residents. Resident engagement will be ongoing throughout the design process for both the community and the building. Relocation of the YWCA is a significant undertaking and involves Development and Asset Management staff. Construction is expected to start in 2025.

- Northgate Commons: Master planning efforts continue including further coordination with city's utilities to plan for the site infrastructure. Community outreach is underway with key neighborhood stakeholders and service providers to help frame the vision for the area. Infrastructure work is planned to start in 2025 in preparation for building construction to start in 2026.

#### ❖ Development Partnerships

- UW Filer Property: SHA is serving as a development consultant and executing a land lease with the University of Washington to facilitate development of a minimum of 150 apartments serving low wage workers and providing affordable childcare opportunities in the University District. In 2022, SHA and UW selected a development team to perform the work. Development staff will continue to work with that team and the UW to manage the partnership and ensure performance by the developer. The selected proposal is expected to deliver approximately 240 units of housing with a range of affordability including upwards of 70 family-sized units. The project is projected to close and start construction at the end of 2024.
- Buy-up Program: This program incentivizes partner developers to create more family sized ( $\geq 3BR$ ) units within their upcoming affordable developments located in high opportunity neighborhoods. To date, this program has provided commitments to three separate projects, with one currently in operation and two in predevelopment and expected to close this year. Several developers have expressed interest in participating in the program, and staff will work to identify and vet additional projects for Buy-up investments. Staff work on the Buy-up program in 2024 will involve regular meetings with existing program participants, underwriting and evaluating new projects, and soliciting interest for new projects to participate in the program. In 2024, we will work with the City to evaluate including information about the Buy-up program in the City's funding NOFA.
- Participation in local and regional planning efforts: The Director and staff will participate in regional and local affordable housing planning efforts including ULI – Affordable Workforce Council, Puget Sound Regional Council of Governments, and the Housing Development Consortium of Seattle - King County. Senior development staff will continue to engage city leaders to improve policies and programs that support affordable housing development, particularly for families. Senior staff will engage in local and regional conferences in 2024.

#### ❖ Yesler Redevelopment/Choice Neighborhood

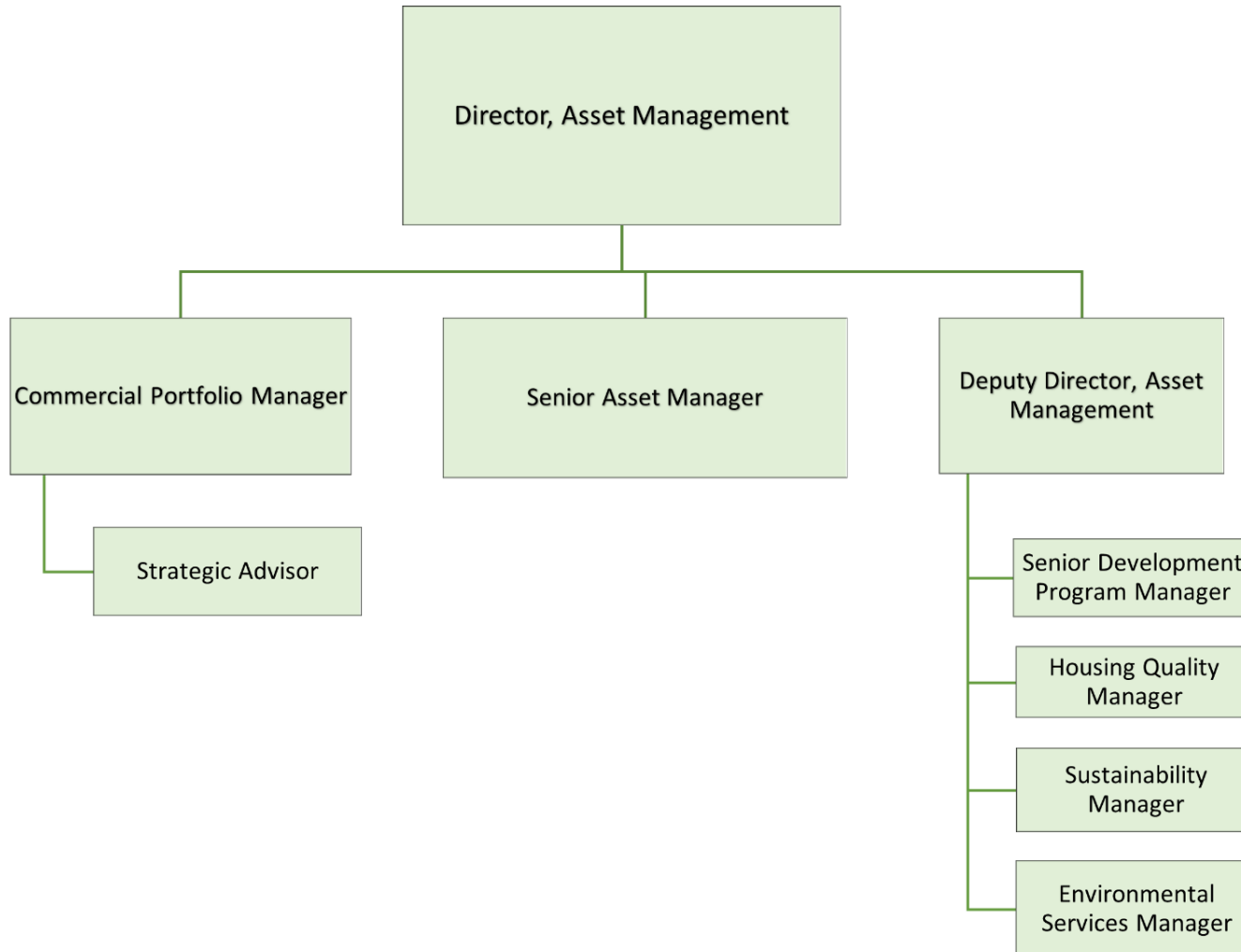
- Maintain and develop strategic partnerships with City, County, private sector partners, non-profits, labor, philanthropy, and stakeholders to implement Yesler Terrace/Choice Neighborhood Initiative (CNI) vision. Manage overall budget, schedule, planning and communication. Manage vacant land to promote active uses and neighborhood safety. Manage the Yesler Terrace Owner's Association. Work closely with Community Services, Housing Operations, and external partners to develop a thriving mixed income community, connected with the broader neighborhood. With 7 active projects in the neighborhood in 2023, staff will continue to foster communication between various contractors and the operations team to minimize impacts on residents. Major infrastructure work at Yesler is

- complete. Small projects will continue in 2024 including the water service to YES farm, pedestrian safety improvements, design, and construction support for the WSDOT off-leash area. Planned work adjacent to the Hillclimb at the vacated S. Main site has been postponed until the completion of the new Mill Creek project on S. Jackson Street.
- Sawara (8th & Yesler) will bring 114 more units to Yesler Terrace. Construction completion is anticipated in the first quarter of 2024.
  - Juniper, the final planned SHA project will begin construction in the fourth quarter of 2023 and is anticipated to take 24 months. This project will provide 114 new units at the southern edge of Yesler Terrace.
  - All contracted land sales at Yesler have closed. Two undeveloped sites remain, and staff will market sites with no scheduled closings in 2024. Post-closing activities and coordination will continue well beyond 2024. These activities include affordable covenant compliance, reporting, construction coordination, and monitoring of post-closing obligations.
  - Construction in 2024 will include:
    - ✓ Yesler Towers (Su Development) – 352 units
    - ✓ Wayfarer (Vulcan block 4) – 261 units
    - ✓ Cascara (Vulcan block 8) – 345 units
    - ✓ Mack Real Estate (Block 6.1b) – 200 units
  - Non-residential development will include:
    - ✓ Northwest Kidney Center is under construction with completion expected summer 2025.
    - ✓ Kaiser-Permanente is not expected to start construction before 2025. Beginning July 7, 2023, Kaiser Permanente will start accruing daily delay fees due to their delay in starting construction. Fees will accrue until either they start construction or until April 9, 2027. The total fee that will be collected is \$1,000,000 if they do not start construction.
    - ✓ Prospera Hotels closed in 2023 with construction likely starting in late 2024.

# ASSET MANAGEMENT



## ASSET MANAGEMENT



## Asset Management Budget

	2022	2023	2024	2023/2024
Asset Mgmt Dept Expenditures	Actual	Adopted	Adopted	% Change
Admin Salaries & Temp Help	\$1,651,900	\$2,403,300	\$2,486,500	3.5%
General and Admin. Expense	145,900	282,600	295,300	4.5%
Tenant Services	400	-	8,000	-
Maintenance & Contracts	25,300	30,500	31,700	3.9%
Utilities	-	-	-	-
<b>TOTAL OPERATING</b>	<b>\$1,823,500</b>	<b>\$2,689,400</b>	<b>\$2,821,500</b>	<b>4.9%</b>
Salaries & Benefits in Grants, Capital, and Limited Partnerships	1,963,400	3,673,400	4,025,900	9.6%
<b>TOTAL</b>	<b>\$3,786,900</b>	<b>\$6,362,800</b>	<b>\$6,847,400</b>	<b>7.6%</b>

Table 9: Asset Management Budget and FTEs\*

	2023	2024
Full-time Equivalent positions	Adopted	Adopted
Asset Management FTEs	30.8	31.8
Asset Management Commercial	2.6	2.6
Construction Operations FTEs	18.5	18.5
Solid Waste & Fleet FTEs	17.3	19.0
<b>Total Asset Management &amp; Construction Ops FTEs</b>	<b>69.2</b>	<b>71.9</b>

\*Solid Waste and Fleet, Environmental Stewardship and Sustainability, and Inspections' budgets moved from Housing Operations to Asset Management. These changes are reflected in the increased FTE counts in the table above.

The adopted 2024 operating budget for Asset Management (AM) is \$2.8 million, an increase of 4.9% from 2023. Increases are reflected in the addition of an Involvement Advisor for Capital projects and standard inflation-based adjustments to salaries and materials. The department has also merged with SHA's environmental services and sustainability department, including Solid Waste, Fleet, and Inspection teams, which were previously housed within Housing Operations.

## Department Purpose and Function

The Asset Management department leverages personnel, funding, strategy, continuous learning, and relationships to bolster the agency's mission of creating and sustaining decent, safe, and affordable living environments – and pursues this work with firm commitments to:

- ✓ Advance race and social justice by centering the customer experience.
- ✓ Ensure quality standards for agency owned and managed property are met through transparency and partnership with customers.
- ✓ Maximize the use of agency assets to best serve the Seattle Community.
- ✓ Preserve and expand affordable housing assets in the Seattle Community.
- ✓ Support staff to learn and grow in relationship with the community we serve.

## **Department Work Plan Highlights**

Asset Management has identified the following priorities as part of its 2024 work plan highlights:

### **❖ Asset Management Support**

- Supporting HUD secure systems information management.
- Supporting procurement activities and vendor relationship management.
- Coordinating environmental reviews.
- Develop Key Performance Indicators for the department.
- Develop and advance digital workflows.
- Coordinate the agency's transition to HUD's Housing Information Portal.
- Develop plans for the use of data received from vendors to support vendor evaluation.

### **❖ Capital Budgets**

- Meet the current and future year's Moving to Work grant obligation end dates.
- Managing construction cash flow for all SHA capital projects.
- Monitor and refine procedures to forecast replacement reserves.
- Ensure Jackson Park Village's successful closing and start of regular construction.

### **❖ Housing Finance**

- Evaluate the sustainability of improving financial tools.
- Analyzing and pursuing acquisition opportunities.
- Create a Public Housing Repositioning project plan.
- Verify the Reserves Management System established in 2023.
- Scope a project to document SHA's Asset Management procedures.

### **❖ Construction Management**

- Implementing weatherization and energy savings projects in partnership with the City of Seattle Office of Housing.
- Improving project delivery through collaboration with SHA departments and tenants.
- Responding to emergency capital needs.
- Implementing Phase 3 of the Access Control and Alarm Monitoring (ACAM) upgrade, replace elevators, reclad, and weatherize Seattle Senior Housing Program properties, replace generators, and continue to work on the capital backlog resulting from the COVID-19 pandemic.

### **❖ Construction Operations**

- Lead Based Paint (LBP) abatement, window replacements, and energy upgrades.
- Implementing rehabilitations in the former Scattered Sites single-family portfolio (i.e., SPACE)
- Complete ADA upgrades in SSHP properties.
- Begin kitchen, bath, plumbing, and mechanical upgrades at New Holly and High Point.

### **❖ Housing Quality**

- Inspect every unit every year.
- Utilizing data to show an upward trend in housing quality.

- Tracking and coordinating agency response to HUD Real Estate Assessment Center and Washington State Housing Finance Commission compliance inspections.
- Implementing a Lead Based Paint management plan.
- Implement a customer feedback tool into the inspection process.
- Implement the Housing Quality Plan developed in 2023 and training and communication plans that improve staff and tenant awareness of inspection procedures, requirements, and desired outcomes.

❖ **Sustainability and Utilities**

- Conserving water through leak detection and threshold water billing administration.
- Implementing annual utility allowance updates.
- Conducting waste audits at owned/managed sites.
- Integrating sustainability into the agency’s capital improvement plan.
- Implementing and monitoring a green cleaning program.
- Paying all agency utility bills and coordinating utility services, as well as utility benefit programs, for agency tenants.
- Conducting outreach programs to support the agency’s strategic plan.
- Evaluate low-flow toilet projects.
- Implement rainwater harvesting retrofits.
- Conduct a waste stream contamination reduction pilot.
- Support capital planning for climate resilience and implement various outreach programs.
- Align the agency with and pursue federal grant opportunities intent on environmental justice.

**Asset Management Commercial Facilities**

<b>Asset Management Commercial Facilities</b>	<b>2022 Actual</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>	<b>2023/2024 % Change</b>
Admin Salaries & Temp Help	\$357,600	\$432,200	\$464,000	7.4%
General & Admin. Expense	95,400	121,700	127,900	5.0%
Tenant Services	-	-	-	
Maintenance & Contracts	316,900	311,300	325,500	4.6%
Utilities	158,900	159,900	166,500	4.2%
<b>TOTAL OPERATING</b>	<b>\$928,700</b>	<b>\$1,025,100</b>	<b>\$1,083,900</b>	<b>5.7%</b>
Salaries & Benefits in Grants, Capital, and Ltd Partnerships	-	-	-	
<b>TOTAL</b>	<b>\$928,700</b>	<b>\$1,025,100</b>	<b>\$1,083,900</b>	<b>5.7%</b>

Table 10: Asset Management Commercial Budget

The adopted 2024 operating budget for Asset Management Commercial (AM Commercial) is \$1.1 million, an increase of 5.7% from 2023. In 2024, Asset Management Commercial will continue to have 2.6 FTE.

AM Commercial’s adopted 2023 budget is substantially status quo with inflation increases. Maintenance, contracts, and utilities are projected to increase as well.

## Commercial Facilities Purpose and Function

Asset Management Commercial Facilities manages more than 60 commercial leases and 60 antenna leases across all SHA portfolios. Occupants of SHA’s Commercial spaces include service providers, private businesses, SHA staff, and emergency housing agencies.

The Asset Management’s program goal is to leverage SHA’s non-residential spaces to enhance the surrounding communities and support SHA programs. The portfolio is committed to maintaining occupancy levels that allow SHA to cover expenses, debt requirements for the buildings, and to build capital reserves.

### Department Work Plan Highlights

- ❖ Develop and implement the infrastructure to support pool reserves funding for commercial spaces and facilities.
- ❖ Transition preventative maintenance to Housing Operations Impact Property Services.
- ❖ Explore SHA’s approach to Condominium Management.

## SHA Central Office – 101 Elliot

SHA Central Office – 101 Elliot Expenditures	2022 Actual	2023 Adopted	2024 Adopted	2023/2024 % Change
<b>TOTAL OPERATING</b>	<b>\$1,961,300</b>	<b>\$679,400</b>	<b>\$992,900</b>	<b>46.1%</b>

Table 11: 190 Queen Anne Central Office Budget

The adopted 2024 operating budget for SHA’s Central Office is \$992,900, a 46.1% increase from the 2023 adopted budget. The low budget in 2023 was a product of SHA’s move from 190 Queen Anne to 101 Elliot and the discounted lease which was expected to largely impact the 2023 budget.

## SHA Central Office – 101 Elliot Purpose and Function

The Central Office, located in the lower Queen Anne neighborhood, currently houses SHA’s executive, administrative, voucher assistance, and many property management services staffs. Asset Management staff manage and administrate the office spaces at 101 Elliot Avenue W.

## Solid Waste & Fleet

Solid Waste & Fleet Expenditures	2022 Actual	2023 Adopted	2024 Adopted	2023/2024 % Change
<b>Solid Waste</b>	<b>3,653,500</b>	<b>3,874,500</b>	<b>3,913,100</b>	<b>1.0%</b>
<b>Fleet</b>	<b>958,400</b>	<b>1,094,000</b>	<b>1,308,400</b>	<b>19.6%</b>
<b>TOTAL OPERATING</b>	<b>\$4,611,900</b>	<b>\$4,968,500</b>	<b>\$5,221,500</b>	<b>5.1%</b>

Table 12: Solid Waste & Fleet Budget

The 2024 operating budget for the Solid Waste and Fleet divisions is \$5.2 million, a 5.1% increase from 2023. This increase reflects an inflation adjustment as well as increased managerial and analytical staff and additions for materials that allow these departments to work more efficiently.

Solid Waste & Fleet’s budget moved from Housing Operations to Asset Management beginning in 2024.

## Solid Waste & Fleet Purpose and Function

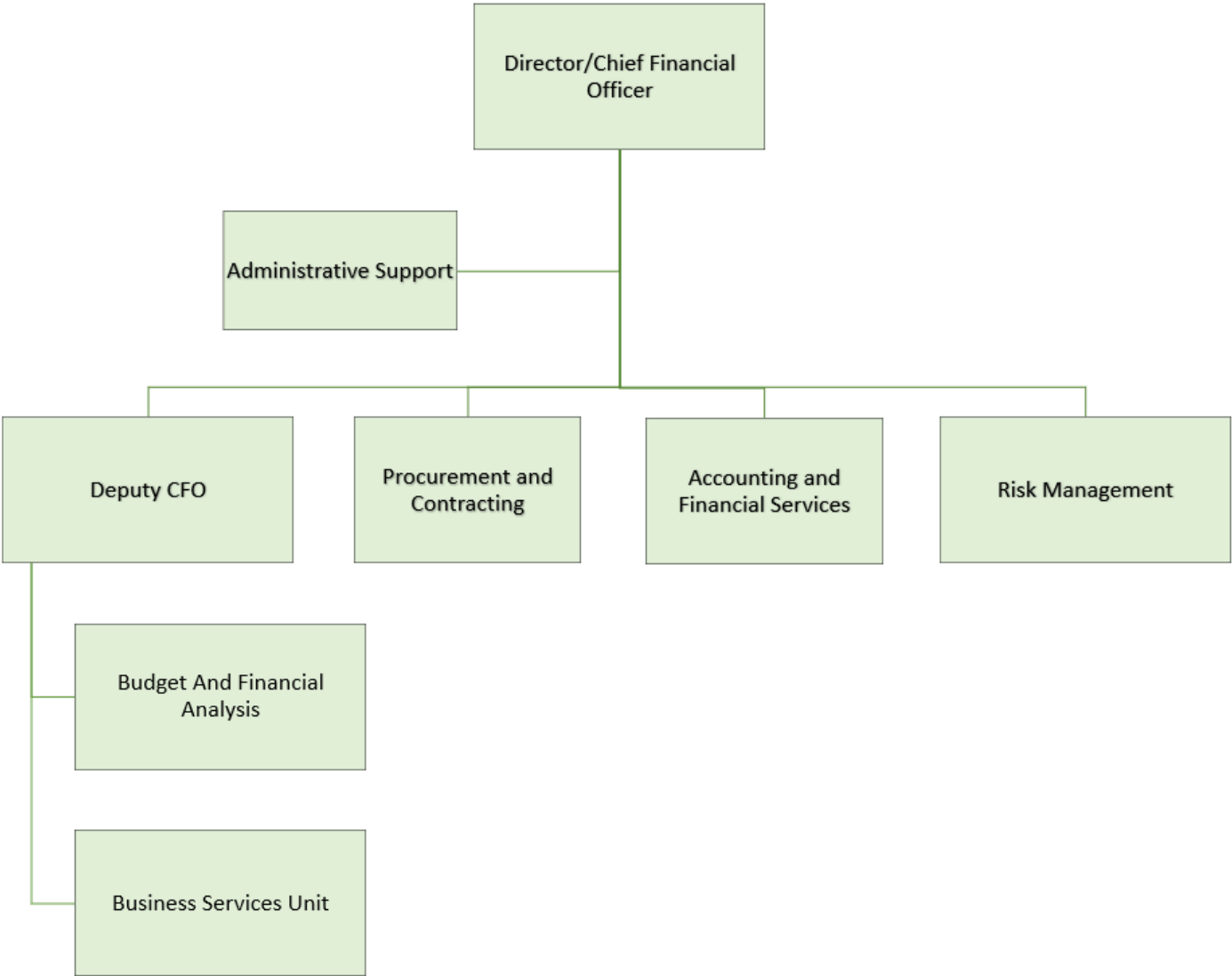
The Solid Waste division is responsible for managing collections and billing for waste and ensuring environmental health of SHA/KCHA communities. The Fleet division manages annual vehicle replacement purchases and delivery, vehicle utilization analyses and recommendations, vehicle maintenance and repair, onboarding of staff to the Multi-Modal Program, and SHA Transit Pass program management.

### Department Work Plan Highlights

- ❖ Expand vendor performance evaluation activities to support planning and decision-making related to departmental service contracts.
- ❖ Implement each of the following at one or more sites:
  - Green stormwater infrastructure, garbage/recycling container right sizing, Electric Vehicle Supply Equipment installation, and outreach for a Low-Income Home Energy Assistance Program (LIHEAP) in-unit cooling equipment pilot.
- ❖ Complete planning or exploratory work in each of the following areas at each of the following at one or more sites:
  - Common area and in-unit climate resilience measures, solar installation, and planning in support of a three-year Affordable Mobility Platform grant in partnership with Forth Mobility and Seattle City Light.
- ❖ Improve reporting on tenant past due utility accounts and enrollments in Utility Discount Program, and support transition of existing utility databases to a new platform or product.
- ❖ Managing customer accounts, collections, and billing, and ensuring environmental health of SHA/KCHA communities.
- ❖ Continue right-sizing containers in the HOPE VI communities to match containers to household size.
- ❖ Incorporate services at SHA’s newest acquisitions and redevelopment projects.
- ❖ Improve collection procedures with technology.
- ❖ Seek to improve customer service through increasing administrative staff in the Solid Waste Team’s office.
- ❖ Annual vehicle replacement purchases and delivery, vehicle utilization analyses and recommendations, vehicle maintenance and repair, onboarding of staff to the Multi-Modal Program, and SHA Transit Pass program management (i.e., the no-cost transit pass program).
- ❖ Tracking vehicle maintenance with Maintenance Work Orders in a new fleet management tool.
- ❖ Increase use of telematics to support vehicle maintenance and management.
- ❖ Coordinate EV charging station installations to support agency vehicles as well as a tenant-facing, grant-funded EV car-sharing program.
- ❖ Order/receive new vehicles including piloting all-electric, full-size maintenance vans.
- ❖ Continue administering the SHA Transit Pass.

# FINANCE AND ADMINISTRATION

**FINANCE AND ADMINISTRATION DEPARTMENT**





## Finance and Administration Budget

<b>Finance and Administrative Services Dept Expenditures</b>	<b>2022 Actual</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>	<b>2023/2024 % Change</b>
Admin Salaries & Temp Help	\$6,084,300	\$6,600,100	\$8,111,200	22.9%
General & Admin. Expense	10,438,200	9,995,400	10,442,200	4.5%
Tenant Services	-	-	-	
Maintenance & Contracts	187,200	295,200	411,400	39.4%
Utilities	-	-	-	
<b>TOTAL OPERATING</b>	<b>\$16,709,700</b>	<b>\$16,900,000</b>	<b>\$18,964,800</b>	<b>12.2%</b>
Salaries & Benefits in Grants, Capital, and Ltd Partnerships	299,600	337,500	625,300	85.3%
<b>TOTAL</b>	<b>\$17,009,200</b>	<b>\$17,237,500</b>	<b>\$19,590,100</b>	<b>13.6%</b>

Table 13: Finance and Administration Budget and FTEs

<b>Full-time Equivalent Positions</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>
Total FTEs	51.9	56.9

The adopted 2024 operating budget for Finance and Administration (F&A) is \$19.0 million, a 12.2% increase from 2023. The increase in total expense results primarily from higher Admin Salaries and Temp Help expenses associated with new additional positions (5.0 FTE were added in the 2024 budget process, including a Data Analyst, Program Analyst, Accounts Payable Technician, and a Project Manager and Labor Compliance Officer in in Procurement). F&A also budgeted an additional \$50,000 for professional services to explore budget process improvements as well as an additional \$71,600 to accommodate additional miscellaneous contracts covered in F&A’s budget.

## Department Purpose and Function

The Finance and Administration Department has five operating groups: Accounting and Treasury Management, Budgeting and Financial Analysis, Purchasing and Contract Administration, Risk Management, and Business Services.

The department oversees the financial stewardship of SHA. To this end, the department includes responsibilities for:

- ❖ **Financial Management:** Accounting and reporting systems; banking relations; investments; treasury functions; overall debt management; internal controls, and annual financial statements and compliance with financial reporting requirements from investors, trustees, funders, lenders, and city, state, and federal agencies. Accounts Receivable; Accounts Payable; Payroll, and General Ledger responsibilities for all funds and the agency.
- ❖ **Financial Accountability:** Annual audit reviews by the State Auditor, SHA’s independent auditor, and auditor(s) for the tax credit limited partnerships, as well as periodic audits by federal and state agencies; monitoring and corrective actions as required to ensure SHA conformance with bond and contractual financial performance obligations and compliance with state and federal regulations.

- ❖ **Budgeting:** Financial planning and policies; management of SHA’s budget processes and preparation of recommended annual and multi-year operating and capital budgets; tracking and reviewing Congressional funding proposals and monitoring economic trend analyses; monitoring and reporting performance of actual revenues and expenditures and program accomplishments against approved budgets and program goals; proposing budget revisions and/or corrective actions to maintain the integrity of the annual budget; and overseeing adherence by the authority and HUD to financial and funding provisions of the MTW Agreement.
- ❖ **Risk Management:** Manages SHA’s commercial insurance portfolio by assessing coverage limits and options versus market conditions; works with internal and external partners to develop and place coverage for new projects; assesses and reports on program and vendor performance. Manages SHA’s claim process for auto, liability, and property claims, and settles claims. Tracks SHA claim and incidents data; creates reports for insurance marketing and management decision making. Assesses SHA risks and recommends risk management and incident/accident reduction actions and programs. Partners with Legal and Procurement on SHA’s risk transfer by reviewing agreements, setting insurance requirements, and evaluating insurance compliance.
- ❖ **Procurement and Contracting:** Purchasing and contract administration for goods, services and construction contracts; administration of Section 3, Davis-Bacon, and social equity programs; development and administration of SHA procurement policies and procedures to ensure fair and competitive procurement practices and compliance with federal, state, and local laws and regulations; and continuous process improvement to ensure procurement practices support SHA’s business interest in timely and efficient contracting.
- ❖ **Business Support Services:** Operation of the departments’ central administrative services functions. In addition to providing executive support to the CFO’s office, this function serves the needs of the accounting, budgeting, and risk management groups. Critical cross departmental communications and liaising is completed through this group. It also serves the needs of F&A through taking ownership of on-boarding, training, process improvement and various special projects under the direction of the CFO and Deputy Director.

**The fundamental charges of Finance and Administration are:**

- To strengthen the agency’s financial position and ability to respond to shifting financial conditions and needs; and
- To ensure that SHA’s assets and operations are managed in an efficient and cost-effective manner.

These core objectives will guide the priorities for the work of the Department in 2024, as it looks to make changes in its operations, policies, and programs with new leadership in place. Externally, we operate in an environment where economic conditions are uncertain, and the political landscape of Congress is volatile. The new shifts in the labor market will continue to affect our staffing capacity and those of our partners and vendors.

***Department Work Plan Highlights***

Finance and Administration has identified the following priorities as part of their 2024 work plan highlights:

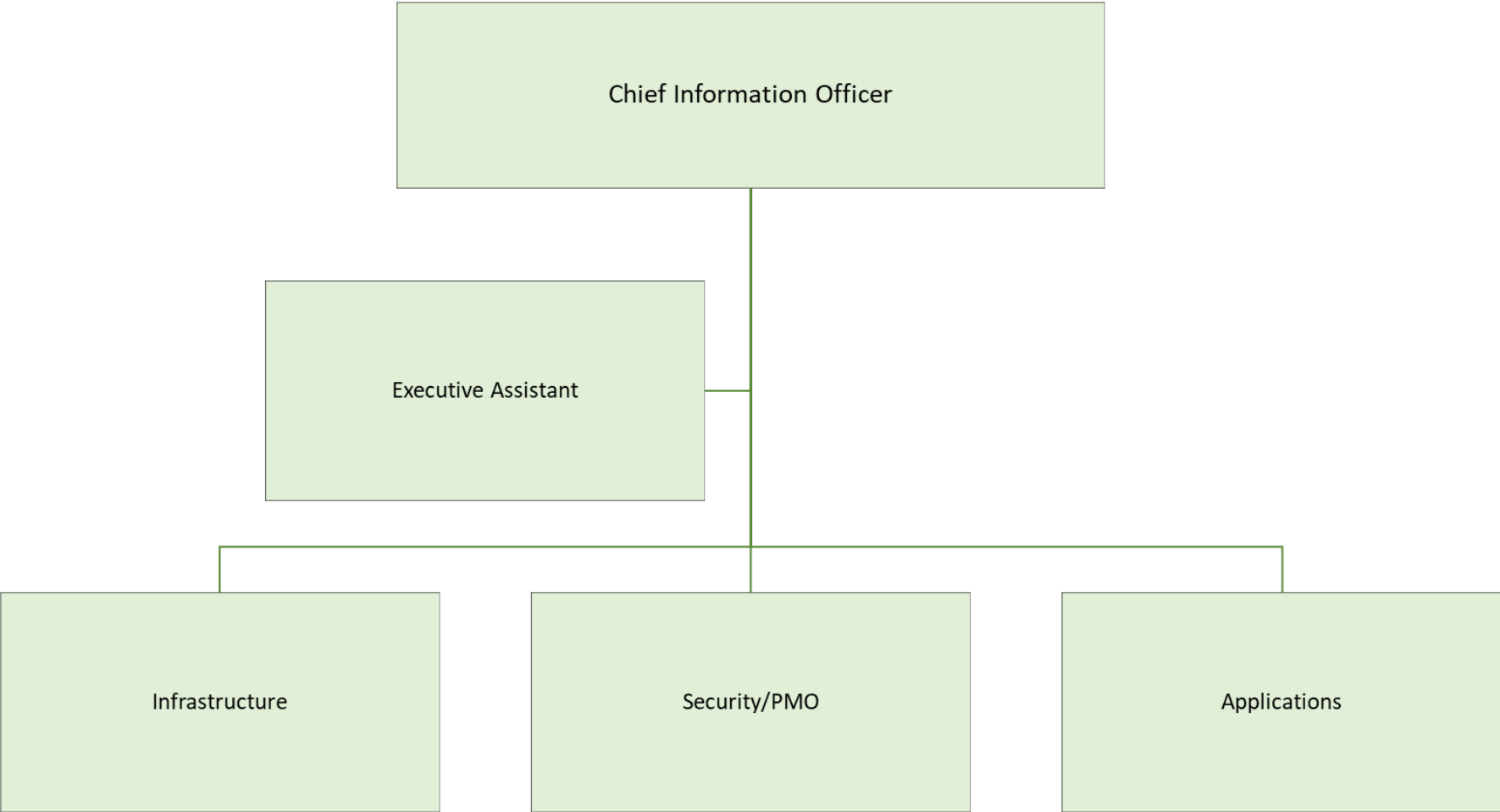
- ❖ **Team Culture Building:** It is an important priority for F&A to build a strong sense of department identity and engage in peer learning. The department will establish a planning workgroup, spearheaded by the new Deputy Director position, to create space for department staff at all levels to engage with and incorporate equity analysis and planning into day-to-day work. This new work

group will help facilitate various team building focused meetings, and help co-create shared values and team identity for F&A.

- ❖ **Procurement and Accounts Payable (AP) Process Improvement:** This project aims to identify overall inefficiencies in our current procurement and contract administration processes (and portions of Account Payables). This project will begin with staff and stakeholder interviews in June and July of 2023. The second half of summer and fall will be spent on root cause analysis and presenting problems to stakeholders. We will begin to brainstorm solutions and present them to the stakeholders for approval. We anticipate that the bulk of the work on implementation of this project will begin in 2024.
- ❖ **Budget Office Process Improvement:** The Budget Office will be exploring potential options for increasing the efficiency and effectiveness of SHA's budget process, including consulting with our internal departments, and learning best practices from other similar sized agencies or housing authorities. In addition to the budget process, there are many approval processes involving invoices and staff movement that could be improved.

# INFORMATION TECHNOLOGY

**INFORMATION TECHNOLOGY**



## Information Technology Budget

<b>Information Technology Department Expenditures</b>	<b>2022 Actual</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>	<b>2022/2023 % Change</b>
Admin Salaries & Temp Help	\$3,558,500	\$4,431,000	\$5,416,000	22.2%
General & Admin. Expense	2,276,200	2,778,700	3,235,500	16.4%
Tenant Services	-	-	-	-
Maintenance & Contracts	320,800	373,000	387,900	4.0%
Utilities	-	-	-	-
<b>TOTAL OPERATING</b>	<b>\$5,997,500</b>	<b>\$7,597,600</b>	<b>\$8,964,300</b>	<b>18.0%</b>
Salaries & Benefits in Grants, Capital, and Ltd Partnerships	-	-	-	-
<b>TOTAL</b>	<b>\$5,997,500</b>	<b>\$7,597,600</b>	<b>\$8,964,300</b>	<b>18.0%</b>

Table 14: Information Technology Budget and FTEs

<b>Full-time Equivalent Positions</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>
Total FTEs	28.5	31.5

The adopted 2024 operating budget for Information Technology (IT) is \$9.0 million, an 18.0% increase from 2023. The increase in the General and Admin Expense budget is driven by three main increased expenses. The first is higher software costs as many vendors move towards a subscription-based model of business. Second, there is an increased need for computer supplies for staff, including hybrid work equipment such as headsets, hard drives, small printers, and cables. Thirdly, SHA anticipates higher consulting costs associated with software and a labor shortage in the industry. IT's Admin Salaries and Temp Help budget has increased 22.2% from 2023 to 2024 due to approved funds for 3.0 additional FTE (one internal transfer of a Program Analyst from F&A to IT, a Help Desk Manager, and a Project Manager) and inflationary adjustments.

## Department Purpose and Function

The IT division supports SHA's mission by providing efficient and creative technological solutions to business problems. The division supports the application and operating system software in use at SHA and the computers, telephones, and other ancillary equipment used by agency staff. IT runs scheduled computer jobs that help SHA departments process pay advice, invoices, vendor checks, and other documents, and oversees records storage functions for the agency. The division consists of two operating groups, Infrastructure or Network Systems and Applications Development.

Agency staff rely on IT to perform their jobs effectively and efficiently; to meet legal and regulatory requirements; to provide a consistent, secure operating environment with uninterrupted access; to ensure SHA data is secure and individual privacy protected; to provide financial and property management records; and to communicate with the public, applicants for housing, residents, landlords, vendors, contractors, as well as each other. Automated systems reduce paper storage costs and reduce the need for manual data entry, asset tracking, and other administrative work.

Working with the guidance of the IT Steering Committee, which is composed of various Department leaders, Information Technology is dedicated to ensuring stable, reliable, and secure infrastructure and software to support SHA's computing needs. IT will work to maintain, upgrade, and support existing software systems; consolidate in a cost-effective manner duplicative or redundant systems; address the highest priority needs of the agency for new software development or new applications; and provide training resources and expertise to support the computer literacy and competence of SHA staff.

### *Department Work Plan Highlights*

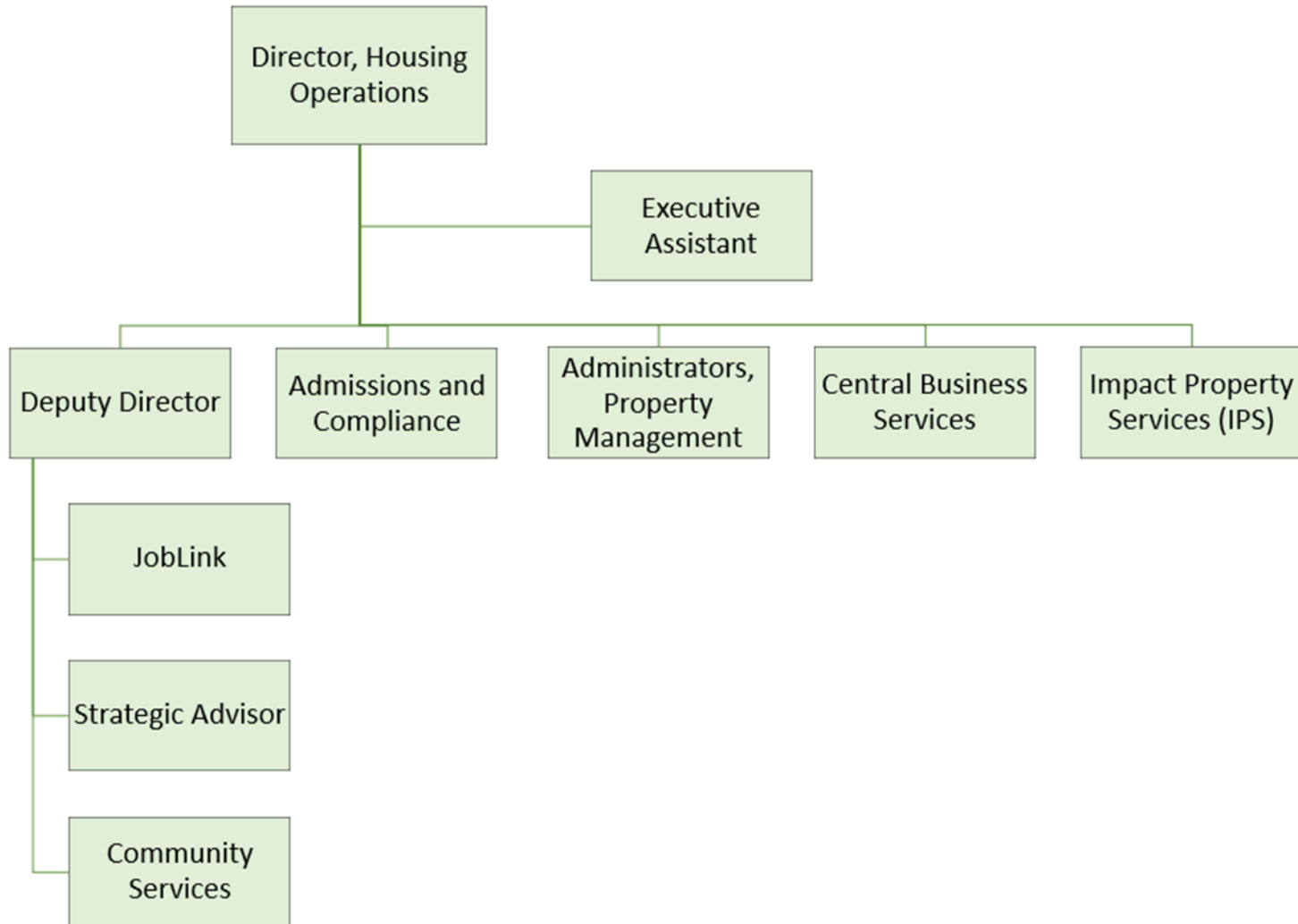
IT has identified the following items as priorities in their 2024 work plan highlights:

- ❖ **Implement "SIEM" (Security Information and Event Management) and "MDR" (Managed Detection and Response) tools**, which are aimed at improving our security posture and meeting compliance requirements. SIEM solutions provide a centralized view of security events, making it easier to detect and respond to threats. MDR is a human-led service that combines telemetry analysis with deep threat expertise and investigation and response capabilities. By implementing these tools, SHA can achieve a more mature security program with advanced threat detection, rapid threat identification, and access to security expertise.
- ❖ **Implement new financial and human resources software called Enterprise Resource Planning (ERP)**. SHA has been using the same financial software since the mid-1990s (Oracle JD Edwards). The ERP software is a collection of applications and services that are not integrated with each other or the current ERP software. This software is tightly integrated and complex, consequently the bulk of the implementation work will occur in 2024 and likely into 2025. This new software includes modules for Compensation Planning, Benefit Open Enrollment, Leave Management, Performance Management, Time and Attendance, Payroll, Accounts Receivable, Accounts Payable, General Ledger, Budgets and more. Once the finalist for the Request for Proposal (RFP) is determined, the IT department will begin the implementation project.
- ❖ **Expand the SHA Rent Café Portals**, which were launched in 2022. In 2024, the IT department will expand the portals to include important new capabilities such as online rent payment for residents, a new online process for Requests for Tenancy, a new waitlist applicant forms and processes for Housing Choice Vouchers, and updated workflows for the Pre-Application form and process.
- ❖ **Redesign the SHA internal intranet (Our House)**. Moving to the new version of SharePoint is a process that involves migrating existing data and documents to a cloud-based platform that offers more features and functionality. One of the benefits of the new version of SharePoint is that it supports a flat structure, which allows files and folders to be organized in a flexible way. A flat structure also enables faster and easier access to information, as well as more effective collaboration with others. allows access your information faster and easier, and to collaborate more effectively with others.

# HOUSING OPERATIONS



## HOUSING OPERATIONS



## Housing Operations Budget

Housing Operations Expenditures	2022 Actual	2023 Adopted	2024 Adopted	2023/2024 % Change
Admin Salaries & Temp Help	\$19,374,500	\$22,470,400	\$26,433,500	17.6%
General & Admin Expense	11,780,600	13,032,000	15,281,000	17.3%
Tenant Services	39,057,800	5,988,400	6,550,300	9.4%
Maintenance & Contracts	3,382,000	39,921,500	42,918,300	7.5%
Utilities	12,239,600	13,354,100	14,103,000	5.6%
<b>TOTAL OPERATING</b>	<b>\$85,834,500</b>	<b>\$94,766,400</b>	<b>\$105,286,000</b>	<b>11.1%</b>
Salaries & Benefits in Grants, Capital, and Ltd Partnerships	5,135,500	7,554,000	4,947,000	(34.5)%
<b>TOTAL</b>	<b>\$90,970,000</b>	<b>\$102,225,700</b>	<b>\$110,233,000</b>	<b>7.83%</b>

Table 15: Housing Operations Budget and FTEs\*

Full-time Equivalent Positions	2023 Adopted	2024 Adopted
Total FTEs	402.7	416.0

\*Solid Waste and Fleet, Environmental Stewardship and Sustainability, and Inspections team have moved from Housing Operations to Asset Management’s budget beginning in 2023. For more information, please see the Asset Management Department Budget on Pages 43-48.

The adopted 2024 operating budget for the Housing Operations Department (H Ops) is \$105.3 million, an increase of 11.1% over 2023. The increase primarily results from additional budgets for additional administrative and maintenance staffing, tenant support services, and the addition of High Point South (Resulting from the partnership exit), as well as inflationary changes projected in 2024. Staffing total Full-Time Equivalents (FTEs) positions will increase by 13.3 FTEs.

**Administrative salaries and benefits expenses** are 17.6% higher than the 2023 Adopted Budget. The increase is due to additional community service and administrative service support FTEs, and property management FTEs. These FTEs are discussed in relevant H Ops division sections, which follow this one.

**General Administrative Expenses** increased by 17.3% mainly due to changes in information technology fees, insurance, auto fuel, and internal service fees.

**Contracts for Tenant Services** are to increase by 9.4% over 2023 mainly due to increases in Community Services Division’s services spending, including translation services, education and youth support services, onsite case management, and behavioral health support services.

**Maintenance & Contracts** will increase by 7.5% mainly due to agency-wide economic indicators.

**Utilities are budgeted** to increase by 5.6% from 2023 budgeted amount so that the budget better reflects actual projected expenses in 2024.

## Department Purpose and Function

Housing Operations manages and maintains a diverse portfolio of nearly 8,800 units comprised of 5,218 Low Income Public Housing units, 1,489 project-based voucher units, and 2,093 other affordable units. The low-income public units include 894 Seattle Senior Housing Program (SSHP) units serving senior and

disabled residents, 952 units managed in the HOPE VI portfolio, and 63 units managed in the West Seattle Affordable Housing partnership serving low-income residents. The Scattered Sites converted 228 units to project-based vouchers in 2021, and Jefferson Terrace converted 284 units to project-based vouchers in 2022 with the change of the property to a limited partnership. The Special Portfolio group has 1,547 units locally acquired, and the HOPE VI tax credit has 739 units serving residents in the mixed-income communities of NewHolly, Rainier Vista, High Point, and Lake City Court. The redeveloped Yesler Terrace site (including the Baldwin Apartments, Ritz Apartments, Kebero Court, Raven Terrace, Hoa Mai Gardens, Red Cedar, Hinoki, and Sawara) has a total of 750 units.

The department is the core of SHA’s housing operations and property management, maintenance and repair, and community services programs, and it plays a major role in the successful implementation of the agency’s mission and strategic plan. These functions are carried out through the following groups: Housing Operations Central Administration and Admissions, Low Income Public Housing, Seattle Senior Housing Program, Yesler, Special Portfolio, Impact Property Management, Impact Property Services, Community Services, and JobLink.

The Housing Operations department continues to be committed to implementing a work plan that supports and enhances SHA’s mission to provide decent, safe, and affordable housing to low-income households. Housing Operations staff executes the overall mission by operating, managing, and maintaining SHA’s housing portfolio units throughout Seattle. As part of its continuing effort, the department will focus on initiatives to improve efficiency and workflow. The goals and values of the agency are represented in the hard work of each SHA employee, many of whom work in Housing Operations. The work plan highlights are provided in greater detail for each of the portfolios and department work groups in the sections that follow.

**Housing Operations Central Administration and Support**

<b>H Ops Central Admin. &amp; Support Expenditures</b>	<b>2022 Actual</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>	<b>2023/2024 % Change</b>
Housing Operations Central Admin.	\$3,159,700	\$2,810,700	\$4,161,500	48.1%
Admissions	1,139,900	1,217,800	1,443,500	18.5%
<b>TOTAL OPERATING</b>	<b>\$4,299,600</b>	<b>\$4,028,400</b>	<b>\$5,605,000</b>	<b>39.1%</b>

Table 16: Housing Operations Central Admin Budget and FTEs

<b>Full-time Equivalent Positions</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>
Housing Operations Central Administration FTEs	18.2	23.5
Admissions FTEs	9.5	10.5
<b>Total FTEs</b>	<b>27.7</b>	<b>34.0</b>

The 2024 operating budget for Housing Operations Central Administration and Support (HOCAS) is \$5.6 million, a 39.1% increase from 2023. The largest increases for HOCAS are due to approved supplemental add requests for a team dedicated to training and development of property management staff. The group will have a net increase of 6.3 FTEs. This total is after the movement of the Environmental Services and Sustainability team to Asset Management. Additional staff added in 2024 include a new Property Management Administrator overseeing Scattered Sites and Special Portfolio, a new housing

counselor, 4 training team staff, and a project manager dedicated to integrating technology into property management.

### ***About Housing Operations Central Administration and Support***

Central Administration supports the entire Housing Operations Department and working divisions. As a central support team for a large department, this group accomplishes a diverse array of tasks. Currently, there are four teams organized by functional categories: the Director's Office, Central Business Services team, the Compliance team, and the Central Training team. The Director's Office is comprised of the Director, the Deputy Director, the Strategic Advisor, and an Executive Assistant. Together, this team provides overall leadership to Housing Operations to coordinate work, to develop strategies, and to support department wide communications. The Strategic Advisor focuses on the areas of program analysis and design, research and evaluation, and process improvement. Central Business Services is a new team with a focus on finance, data, project management, including IT project support. The Compliance team is tasked with important work of auditing rent calculations, leasing documents, and complying with complex regulatory requirements for varying funding requirements of SHA's housing programs. As a new team in 2024, the Central Training Team will seek to establish a comprehensive on-boarding program, as well as regular trainings to meet the demands of changing regulations and procedures. Both the Compliance team and the Training team reports to the Admissions and Compliance Administrator.

The Administrator for Admissions and Compliance team oversees Admissions, Compliance, Policy, and Training. Groups under the leadership of the Administrator for Central Business Services (CBS) support the Department through finance and budget work, as well as by providing data, reports, and dashboards for performance improvement. The CBS team also has a project management team and oversees high priority projects for Housing Operations.

### ***Department Work Plan Highlights***

- ❖ Report recommendations from Compliance Program consultants to Leadership for input, approval, and implementation plan. Phased implementation of internal quality control system to include:
  - Increased monitoring of the public housing program will help identify and report on trends and focus on areas compliance is most vulnerable.
  - Increased compliance monitoring resulting from new and rehabbed tax credit properties, Jefferson Terrace, Salish landing, Sawara, and Juniper, including reviews for initial qualification, new move-ins, ongoing reexamination reviews and annual WBARS report submissions.
- ❖ Strategize development of training program and curriculum informed by Leadership and staff input and based on audit findings and consultant recommendations.
- ❖ Update Admissions and Continued Occupancy Policy (ACOP), along with procedures and forms to establish a system for monitoring federal, state, and/or local regulatory changes and making updates.
  - Work with Leadership and staff in reviewing, evaluating, and/or developing MTW activities.
  - Work to identify and Integrate consideration of racial equity tools in policy decisions and procedural development.
  - Coordinate with Training and Development Coordinator to provide training on revised policy and procedures and other technical training priorities, such as rent calculation and income determination.

- ❖ Collaborate with Data Management team to develop various data reports in The Sound related to Compliance monitoring. These reports will support Compliance and Property Management teams in monitoring compliance requirements, inform training needs, and provide key performance indicators.

### *Admissions Work Plan Highlights*

- ❖ Maintain existing Admissions managed waiting lists to ensure there are sufficient approved applicants to support property management in leasing vacant units.
- ❖ Build waiting lists for Jefferson Terrace, Sawara, and Juniper lease-ups to ensure there are sufficient applicants for review and approval to support property management in the lease-up of HUD and Tax Credit properties. These properties will add a total of 243 subsidized units to fill to the Admission team's waiting lists beginning in 2024. To meet funder lease-up requirements, the Admissions team must process a minimum of 1500 applicants from the waiting list in 2024 to ensure sufficient approved and ready-to-lease applicants to fill each vacant unit.
- ❖ Collaborate with other Housing Operations divisions to improve approval queue efficiencies, consider strategies to reduce repetitive work, decrease the length of time applicants spend on the waiting list and support applicants by providing resources for a successful tenancy connecting them to resources that will help them be successful in their tenancy.
- ❖ Implement the RentCafe Applicant Portal. The portal will result in operational changes to the way the team interacts with customers, both internal and external, and the online application system.

## Low Income Public Housing

LIPH High-rises, Scattered Sites, homeWorks and LIPH Admin Expenditures	2022 Actual	2023 Adopted	2024 Adopted	2023/2024 % Change
<b>TOTAL OPERATING</b>	<b>\$26,904,700</b>	<b>\$30,090,700</b>	<b>\$29,635,800</b>	<b>(1.5)%</b>

Table 17: Low Income Public Housing Budget and FTEs

Full-time Equivalent Positions	2023 Adopted	2024 Adopted
Total FTEs	74.0	69.7

The adopted 2024 operating budget for Low Income Public Housing (LIPH) is \$29.6 million, a 1.5% decrease from 2023. The IPS services budgets were increased to assist with maintenance cost increases. An operational decision to address cleanliness in the high-rises using contracts instead of staff resulted in a net reduction of 4.7 FTE, while 3.0 FTEs were added to increase site presence and staff flexibility and the clutter control project was expanded with another FTE. The remaining disparity in FTE is caused by reorganizing staff between the Scattered Sites and Special Portfolios. The decrease in total dollars is due to the decreased operating costs at Jefferson Terrace during the building’s redevelopment. Jefferson Terrace converted to a Limited Partnership and the budget for the property is included in the Limited Partnerships budget and it is excluded from the totals above.

### About LIPH

The LIPH program consists of approximately 5,200 units of low-income housing owned, maintained, or managed by SHA. The program also includes other portfolios including approximately 950 LIPH units in the HOPE VI communities; 63 LIPH units at Special Portfolio; and 894 units in the Seattle Senior Housing Program (SSHP). The budgets for these units are accounted for in the Limited Partnerships, NewHolly, Rainer Vista, West Seattle Affordable Housing LP and Seattle Senior Housing Program sections respectively. Low Income Public Housing serves low-income residents, with most residents at or below 30% of Area Median Income.

### Department Work Plan Highlights

- ❖ Staffing realignment will provide increased staff presence at each of the high-rise properties, including a new Senior Property manager who will allow for greater resident support at all levels of property management. This staffing plan will allow new move-in orientations, complete scheduled inspection follow-up plans, better support to the clutter and pest control programs, better managed leasing of units, and more attention to rent collection support.
- ❖ Completion of an agreement that will allow the homeWorks projects to eliminate the Market rate units and shift to only being required to complete full certifications at time of move-in and with the 1st year anniversary. All remaining annual reviews for the 20 buildings/2000+ units will only need to have streamlined certifications. This transition will allow for greater staff capacity to better serve residents.
- ❖ Jackson Park Village is preparing for redevelopment starting in August 2024. Resident relocation will continue through late spring 2024. As Jackson Park Village is home to 40 households and nearly 100 children, SHA’s priority is to limit school interruption as much as possible and listening to the

existing families to where they would prefer their kids to continue their education across all SHA properties.

- ❖ Jefferson Terrace (JT) is near the halfway point in the major rehab of the building. By October 2023 the last major group of residents, 110 Tax Credit certified households, will need to move to allow the contractor to work on the units on the west side of the building. The final stage of the project will be in April 2024 when SHA will begin to receive completed units. Between 150 and 180 units will be leased by 12/31/2024. SHA will work with returning JT residents from other properties, complete internal moves of existing JT residents and welcome over 150 new low-income residents in 8 months from the waitlist. The high-rises in total average around 200+ vacant units a year. The scale and complexity of this work in less than 9 months is unprecedented for the high-rise program.
- ❖ Increasing security within the high-rise program is a top priority. The ACAM project that includes new cameras, DVRs, and updated lighting should be completed in 2024. SHA is working with a consultant to find new strategies for ensuring resident safety and security.
- ❖ Rightsizing work will continue to match and move households to appropriately sized units and ensure that SHA is able to serve more people from the waitlists. In 2024, right sizing is funded from opportunity investment.

### Seattle Senior Housing Program

Seattle Senior Housing, includes Ravenna and Leschi Tax Credits	2022 Actual	2023 Adopted	2024 Adopted	2023/2024 % Change
<b>TOTAL OPERATING</b>	<b>\$7,177,400</b>	<b>\$7,095,400</b>	<b>\$8,161,300</b>	<b>15.0%</b>

Table 18: Seattle Senior Housing Program Budget and FTEs

Full-time Equivalent Positions	2023 Adopted	2024 Adopted
Total FTEs	20.9	22.9

The adopted 2024 operating budget for Seattle Senior Housing Program (SSHP) is \$8.2 million, a 15.0% increase from 2023. This increase mostly includes increases in inflation and adjustments to maintenance services to reflect increases in the frequency and costs of unit turnover. SSHP staffing will increase by 2.0 FTE in 2024 based on reallocation of staff in 2023; after factoring the expiring project position and addition of an Assistant Property Manager in 2024.

### About SSHP

The SSHP community, along with the Leschi House LLLP, consists of 1,029 units serving elderly and disabled persons. The units were acquired and developed using funding from a 1981 Seattle Senior Housing bond issue. The program serves households with a maximum income of 80% of Area Median Income with the head of household or spouse at least 62 years old or disabled. Residents pay affordable rent depending on their income. Ravenna School Apartments and South Park Manor are included in SSHP. Leschi House LLLP converted to a limited partnership in 2012 and is managed by the Yesler management team in Impact Property Management (IPM).

### Department Work Plan Highlights

- ❖ Focus on team training, team building and team expectations. Focus on addressing traditional property management performance measures, maintaining low vacate unit rates, and maintaining other routine work, including rent collection, resident lease enforcement issues, and monitoring of budgets and customer service.
- ❖ Stabilize the Property Assistant (PA) position by the end of 2024 and look for ideas on recruiting, on-boarding, and retaining PAs.

### Yesler Terrace

Yesler Terrace, Baldwin, Ritz and EOC Expenditures	2022 Actual	2023 Adopted	2024 Adopted	2023/2024 % Change
Old Yesler Terrace	\$39,500	\$9,000	\$9,000	0.0 %
Baldwin Apartments	118,900	153,500	158,200	3.1 %
Ritz Apartments	189,700	193,300	199,900	3.4 %
Epstein Opportunity Center	66,500	82,000	82,000	0.0%
<b>TOTAL OPERATING</b>	<b>\$414,500</b>	<b>\$437,800</b>	<b>\$449,000</b>	<b>3.0%</b>

Table 19: Yesler Terrace Budget and FTEs

Full-time Equivalent Positions	2023 Adopted	2024 Adopted
Total FTEs	21.6	22.6

The adopted 2024 operating budget for Yesler Terrace (old Yesler, Baldwin, Ritz, and the EOC) is \$449,000, a 3.0% increase from 2023, mainly due to increased staffing along with rising inflation. The 2024 operating budgets for Kebero Court, Raven Terrace, Hoa Mai Gardens, Red Cedar, Hinoki, and Sawara are included in the Capital, Grants, and Limited Partnership sections of the budget book and are not reflected in the table above. However, the employees funded by Limited Partnerships and working in the Yesler communities are included in the FTE counts above. The increase in staffing in 2024 is to add capacity in advance because of the addition of Sawara and Juniper.

### About Yesler Terrace

Originally, Yesler Terrace consisted of 561 Low Income Public Housing (LIPH) units built from 1941 to 1943, serving a diverse community in the neighborhood. Yesler Terrace is the city’s first publicly subsidized housing development. Many of the residents are families with children, seniors, and people with disabilities. Most of the households are at or below 30% of the area’s median income. SHA began redeveloping Yesler Terrace and replacing aging housing with new units. The project is multi-year and is transforming Yesler Terrace into a vibrant new community within a diverse, connected, safe and sustainable neighborhood. The first relocation started in 2012 with the relocation of the YWCA program. The remaining units at old Yesler were transferred for redevelopment, and by 2022 there were no operating units. The Baldwin Apartments and the Epstein Opportunity Center (EOC) both began operations in 2014. The Baldwin Apartments has 15 replacement housing units. The EOC provides space for Head Start, Youth Tutoring, and Community Services.

Kebero Court, Raven Terrace, Hoa Mai Gardens, Red Cedar and Hinoki, the first five new residential properties, are complete and are operational. These projects are limited partnerships; as such, their



budgets are not reflected in the table above. The construction of replacement and tax credit units at Sawara is under construction and the opening planned in 2024. The construction of replacement and tax credit units at Juniper is expected to be under construction in 2024.

### Department Work Plan Highlights

- ❖ Ramp up activities for Yesler’s staff through 2024 as the date for Sawara and Juniper coming online draws near. Staff will also be preparing for the lease up of Sawara in early 2024 and Juniper in early 2025.
- ❖ Continue the leadership in Yesler communities to enhance the strong community in the neighborhood with private sector partners.
- ❖ Continue to develop and innovate the way staff manage and operate the dense Yesler Campus.
- ❖ Transition Yesler Owner Association (YOA) from SHA managed to a private management agent in 2024. This will be a new relationship to build between SHA and the new YOA management agent as Yesler continues to develop with new private owners, and the YOA takes on areas of responsibility like security and lighting, pocket parks and Hillclimb. There is also the growing unsheltered population impacting the safety, security and harmony of the community that will be a challenge for the YOA.

### Special Portfolio Housing Program

Special Portfolio	2022 Actual	2023 Adopted	2024 Adopted	2023/2024 % Change
<b>TOTAL OPERATING</b>	<b>\$8,448,200</b>	<b>\$9,661,600</b>	<b>\$10,919,900</b>	<b>13.0%</b>

Table 20: Special Portfolio Budget and FTEs

Full-time Equivalent Positions	2023 Adopted	2024 Adopted
Total FTEs <sup>4</sup>	16.5	18.8

The 2024 operating budget for the Special Portfolio Housing Program is \$10.9 million, a 13.0% increase from 2023. This increase is due to SHA taking over management of properties which were previously under outside management. These include appropriate staffing levels and an increased budget for necessary maintenance and repairs to bring the units up to SHA standards.

### About Special Portfolio

The Special Portfolio (SP) group is made up of locally funded properties that include a mix of subsidized, vouchers and affordable units. There are a total of 1,547 units in the Special Portfolio group.

The portfolio serves households with various income levels, and income limits vary by property. Depending on the property, limits can be 30, 50, 80, or 100% of Area Median Income (AMI). Most of

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<sup>4</sup> In mid-2023, after the general adds process, the property management company managing the Spring Lake, Northgate, and Wedgewood properties within the special portfolio served a notice of termination of property management contract as of 12/31/2023. SHA will resume management of these properties, resulting in a change to the FTE count. The cost differential of SHA management compared to outside management is not expected to be substantial.

these units were acquired using debt financing and therefore must generate sufficient income to cover debt payments in addition to meeting all other operating and capital expenses.

### Department Work Plan Highlights

- ❖ **Improve quality of life for residents** by continuing to work on deferred maintenance to the units and properties and resolving outstanding issues after taking over 440 units from a failing management company.
- ❖ **Expand housing opportunities**, which includes:
  - Adding the units necessary to fulfill the requirement on SHA’s 500-unit affordable housing agreement.
  - Providing project-based vouchers back to two SP buildings that have limited age restrictions. This would allow more senior residents to move into affordable housing units.
- ❖ **Establish financial stability and operational efficiency** by developing a staffing model that is a better fit for the Special Portfolio.
- ❖ **Engage service and respectful relationships**, focusing efforts on regaining the attention of residents and enforcing the importance of paying rent.
- ❖ **Promote quality communities**, specifically through the completion of construction on the Salish Landing Project. Salish Landing is a tax credit project where SHA started the preparation in 2023 to move in “original residents” (who are currently living elsewhere) as well as brand-new residents after construction completion.

### Impact Property Management (IPM) – HOPE VI Communities and Parks

Impact Property Management – HOPE VI Administration, NewHolly and Other Expenditures	2022 Actual	2023 Adopted	2024 Adopted	2023/20 24% Change
Impact Property Management	\$1,118,500	\$1,615,200	\$1,735,000	7.4%
NewHolly Phase II & III (Othello & Desdemona)	2,971,000	2,809,800	2,921,500	4.0%
Rainier Vista Phase I (Escallonia)	1,541,000	1,628,300	1,760,400	8.1%
High Point North	3,264,000	3,408,000	3,602,100	5.7%
High Point South	-	-	3,767,000	-
Parks	425,200	445,700	473,900	6.3%
Campus of Learners	701,100	702,000	765,600	9.1%
<b>TOTAL OPERATING</b>	<b>\$10,020,800</b>	<b>\$10,609,000</b>	<b>\$15,025,500</b>	<b>41.6%</b>

Table 21: Impact Property Management Budget and FTEs

Full-time Equivalent Positions	2023 Adopted	2024 Adopted
Total FTEs	61.0	58.0

The adopted 2024 operating budget for Impact Property Management and HOPE VI communities is \$15.0 million, an increase of 41.6% from 2023. HOPE VI properties have an increase primarily because of the addition of High Point South (HPS) LP in 2024. HPS used to be a Limited Partnership and the investor

exited from the partnership in June 2023. The partnership is expected to be dissolved before the end of 2023 and HPS is added to IPM's budget. The addition of HPS increased IPM's budget by \$3.8 million. In addition, the increase in the 2024 budget results from additional staffing and other expenses, including an additional Assistant Property Manager at Rainier Vista. Funding for maintenance materials was added due to the increasing cost of materials and certification fees. Lastly, the budget was increased to provide further private security.

### ***About Impact Property Management***

Impact Property Management (IPM) oversees the management of HOPE VI housing units owned by three limited partnerships, for which SHA serves as the General Partner and Managing Agent—NewHolly Phase I, Rainier Vista NE, Tamarack Place, and Lake City Village, and High Point South. IPM also manages six former tax credit partnership properties owned and operated by SHA. In 2024, IPM-HOPE VI will manage about 1,700 public housing, project-based vouchers, and tax credit units in these communities. IPM also oversees the management of approximately 735 Yesler campus housing units, Ritz Apartments, and Baldwin Apartments. Also included in the 735 units are seven tax credit limited partnerships, Leschi House, Kebero Court, Raven Terrace, Hoa Mai Gardens, Red Cedar, Hinoki and Sawara for which SHA serves as the General Partner and Managing Agent.

IPM also administers the operation of the parks and common amenities in these communities. In addition, the NewHolly Campus of Learners is also managed by IPM. Budgets for the Limited Partnerships are included in the final section of the Budget Book, and Yesler's budget appears in its own section.

### ***Department Work Plan Highlights***

- ❖ Evaluate staffing needs at each Hope VI property separately. Each property is unique and needs specific positions to address needs:
  - Evaluate properties laden with mid to low rise buildings that may need a new structure with a bigger emphasis on janitorial services. In turn, existing maintenance personnel will be able to focus on other important duties including vacates, routine work orders and other projects including REAC prep.
  - Expand Impact Property Services' (IPS) landscaping services at High Point to address the challenges with hiring and retaining landscapers.
- ❖ Continue to develop the use of Yardi's Rent Café to provide on-line services to residents, such as reporting changes in circumstances for rent adjustments and submit requests for unit repairs and explore the option to pay rent through the Café.
- ❖ Address the backlog of inspection and routine work orders:
  - Continue to address the backlog of Inspection Work Orders. Increase focus on safety and health during in-unit inspections while keeping up with on-going Inspection Work Orders required by investor, WSHFC, REAC, and SHA on-site inspections.
  - Continue working on the backlog of routine work orders while keeping up with on-going routine work orders requested by residents.
- ❖ In partnership with maintenance, evaluate how to address the new site inspections by WSHFC and the expectation of completing all deficiencies within 90 days, which will exceed current staffing capacity, and determine risks of non-compliance.
- ❖ Continue to work in partnership with SHA's Solid Waste, Environmental Sustainability Team, property management and homeowners to tackle the on-going litter, trash and illegal dumping throughout the garden communities which has escalated since the pandemic.

- ❖ Staff well-being:
  - Develop on-boarding plans for each job classification to support the agency’s RSJI leadership initiative.
  - Continue to commit staff’s time to collaborate on the development of Housing Operation’s training program to include training curriculum, performance standards/metrics, training checklists/manuals, updating training materials, review/update job descriptions, setting up audit and communication systems, participation in surveys/focus groups.
- ❖ Partner with Asset Management and IPS in improving the management of Capital projects and replacement reserves.
- ❖ Focus on 65+ elderly residents and aging in place. Ensure staff keep in touch with our residents and maintain their contact information.
- ❖ Partner with Community Services to support staying in touch with elderly residents aging in place.
- ❖ Support the department's efforts to evaluate actions that could improve security services at the properties. Consider crime prevention strategies through environment design, to address the rising concerns of safety and security by residents, community partners and staff.

**Impact Property Services (IPS)**

<b>Impact Property Services Expenditures</b>	<b>2022 Actual</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>	<b>2023/2024 % Change</b>
Impact Property Services Operations	\$20,169,900	\$20,538,400	\$21,680,000	5.6%
Housing Operations Facilities	353,000	394,500	415,700	5.4%
<b>TOTAL OPERATING</b>	<b>\$20,522,900</b>	<b>\$20,932,900</b>	<b>\$22,095,600</b>	<b>5.6%</b>

Table 22: Impact Property Services Budget and FTEs

<b>Full-time Equivalent Positions</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>
IPS Operating Budget FTEs	131.0	134.0
IPS Capital Budget FTEs	8.0	8.0
<b>Total FTEs</b>	<b>139.0</b>	<b>142.0</b>

The adopted 2024 operating budget for Impact Property Services (IPS) and Housing Operations Facilities is \$22.1 million, an increase of 5.6% from 2023.

IPS’s adopted 2024 operating budget is substantially status quo, reflecting standard 2024 inflationary increases. In 2024, IPS will continue to have 8.0 IPS Capital FTE. After processing all expiring positions, internal movements, and new FTE in 2024, IPS will have a net increase of 3.0 FTE. In 2024, IPS will have an added landscaper to support SHA’s High Point landscaping team as well as an additional Pest Control Technician to provide more capacity to support pest control work at SHA’s properties.

The Solid Waste and Fleet divisions’ budget will be hosted under Asset Management beginning in 2024. To find information on Solid Waste and Fleet, please refer to Asset Management’s department budget

overview on pages 43-48.

### **About Impact Property Services**

IPS is a set of SHA Operations internal service and enterprise funds specializing in maintenance, repair and renovation services for SHA and other relevant entities in the affordable housing industry. Additional services include landscaping, janitorial, pest control, and hazmat operations.

Impact Property Services (IPS) provides high-quality, bundled property maintenance, repair and renovation services to Seattle's affordable housing buildings and partners. IPS serves both SHA-owned properties and eligible non-SHA owned properties. IPS provides the SHA property portfolios with in-house knowledge, unique skills, coordination, availability, stable service support, and accountability. IPS provides non-SHA customers with a responsible, cost-effective resource, including access to specialized services.

IPS prides itself on efficiency, quality, reliability, convenience, customer service, intra-organizational networking and one-stop shopping with simplicity of procurement administration. The goal of IPS is to help serve the SHA communities in bettering the living conditions for our residents. IPS has managed its maintenance facilities since 2014: MLK Maintenance site and Operations Support Center. IPS also occupies a space in West Seattle at High Point, which they share with the High Point Maintenance team.

### **Department Work Plan Highlights**

- ❖ **Continuing work on the Specialized Maintenance and Repair Training (SMART) program:** The SMART training coordinator will have a variety of responsibilities, some of them including helping to develop the skills of current employees via hands on training, coordinated peer trainings, online training library, and written materials. The SMART training coordinator will be responsible for communicating agency/departmental policies & procedures. They will also help design, create, and coordinate any new training materials or tests.
  - Re-launch and expand SMART training,
  - Video online library,
  - Yardi training – our staff and PAs,
  - In-person trainings, and
  - RSJI focus- manners, cultural competency, language.
- ❖ **Backlogs:** IPS has built a very efficient deferred maintenance dedicated crew. The goal of this crew is to focus on reducing our backlog of deferred maintenance work orders caused by covid-19. Our deferred maintenance team have implemented a new, highly efficient system called days of service. This new methodology has allowed SHA teams to double work order efficiency and will continue this model going into 2024 and mid-year 2025.
- ❖ **Vacates:** IPS is continually evaluating our approach and staffing for vacates. IPS has seen a significant increase in vacates in 2023, while deferred maintenance recovery and other priorities have led to an absolute reduction in the number of staff assigned to vacates, with a corresponding increase in turn times. To reverse this trend, IPS has budgeted 2024 staffing increases for vacate turns that will right size teams back to the employee/vacate ratios that existed in 2019, which will allow the agency to bring average vacate turn times back under 30 days.
- ❖ **Capital Tracking:** IPS will work with asset management & construction operations to complete assigned capital work; perform repair and replacement projects identified by property managers and construction operations; and utilize Capital funds for unit upgrades to create better quality housing for SHA tenants.

- ❖ **Preventative Maintenance:** IPS will work with the Hope VI team to implement preventative maintenance at Yesler terrace as well as evaluate preventative maintenance programs in Hope VI with a goal of proposing a unified Hope VI and IPS model.
- ❖ **Property Management Communication Plan:** IPS will work on a property management communication plan that includes Yardi training and how-to aimed at helping the property teams when inputting work orders.
- ❖ **RSJI Efforts:** IPS will begin full implementation of culturally competent customer service via the SMART training module. IPS will also work in close collaboration with HR on exploring apprenticeship programs and additional training opportunities for existing staff with the goal of career advancement. IPS will work on creating additional steppingstone positions within such as maintenance technicians and residential electricians. Finally, IPS will also work on increasing translation materials that are provided for residents such as pest control treatment preparation and other similar documents.

## Community Services Division

Community Services Division Expenditures	2022 Actual	2023 Adopted	2024 Adopted	2023/2024 % Change
<b>TOTAL OPERATING</b>	<b>5,428,900</b>	<b>\$8,754,500</b>	<b>9,950,900</b>	<b>13.7%</b>

Table 23: Community Services Budget and FTEs

Full-time Equivalent Positions	2023 Adopted	2024 Adopted
Total FTEs	21.0	24.0

The adopted 2024 operating budget for Community Services Division (CSD) is 10.0 million, or an increase of 13.7% from 2023. CSD has 24.0 FTE in 2024 as compared to 21.0 in 2023, showing an increase of a net 3.0 FTE. In 2024, CSD will staff the following new positions: an additional Community Builder and Supervisor, a Service Coordinator, and a Youth and Family Support Coordinator.

Community Services Division’s adopted 2024 budget includes the status quo budget with inflation increases, as well as approved additional funding requests which includes the conversion of a project employee to regular status. Finally, additional funds were added for support service contracts such as Third-Party Mediation, Clutter Support, and Aging and Disability Services (ADS).

### About Community Services

Housing Operations’ Community Services Division oversees social services planning and coordination as well as community building for the housing authority. CSD is active in community building, digital equity programs, and support for youth and families with students to be academically successful. The division will contract out approximately \$5.4 million in 2024 for social services from non-profits and government agencies. CSD also plays a key role in developing and maintaining external partnerships in terms of social services and plays a key role in raising funds through private and public grants.

### Department Work Plan Highlights

- ❖ **Social Services:** CSD will continue to strategically invest SHA resources in social services programming that addresses community priorities and serves to leverage additional investments by partner agencies. The department will closely monitor all social services contracts but particularly

those involving youth, case management, and behavioral health adds. In 2023, with the support of property management, CSD continued new Behavioral Health Investments and Wellness Activities for older adults and Seniors. In 2024, the department's focus will be on the completion and implementation of the following RFPs for contracted services:

- Education activities at New Holly, Rainier Vista, Jackson Park, and Lake City Village.
- Summer & Out of School activities for the Garden Communities & Jackson Park.
- Wellness activities for seniors.

#### ❖ **Community Building**

- **Training:** As the CSD team has grown, so has SHA. Community Builders play a critical role and are often called upon to offer insight and support. Ongoing training (RSJI and Trauma Informed Care, Conflict resolution, etc.) is critical for team members while also being seen as a resource for the agency and department.
- **Increased Parity in Communication:** Communication across the department looks different across the various portfolios. Greater parity will lead to more fantastic resident and staff outcomes.
- **Expansion of Space (both office and community space):** space across Seattle is often limited and, at times, unsuitable for community gatherings, events, and meetings. Some rooms lack chairs and tables, need renovations, and others have health/safety concerns. In some communities, there are no community spaces.
- **Engagement of Resident Councils:** Historically, garden communities had resident councils, but during the redevelopment, HUD felt like new neighborhood associations would replace the councils. Often this decision removed residents' voice in planning, advocacy, and general quality of life. Several communities desire to bring this critical function back to the community. Currently, Community Builders do not have a budget to address these requests.
- **Greater community builder capacity:** After the pandemic there have been greater expectations and needs for Community Builders. Likewise, the team is facing capacity challenges.

#### ❖ **Education and Youth Development**

- **Youth Leadership** includes Youth Advisory Council, youth leadership in programs, etc.
- **Youth/Parent Navigation and Case Management Supports** include getting youths connected to summer programs, tutoring, in school opportunities, and expanding out of school programming provided by SHA staff.
- **Social Emotional Learning (SEL)** includes youth programs, mentorship, positive identity development, skill building, fostering positive community amongst youth, caring adults etc.
- **College and Career Readiness** include college accessibility, career exploration, youth internships etc.

## JobLink

	2022	2023	2024	2023/2024
JobLink Expenditures	Actual	Adopted	Adopted	% Change
<b>TOTAL OPERATING</b>	<b>2,617,072</b>	<b>\$3,156,100</b>	<b>\$3,443,000</b>	<b>9.1%</b>

Table 24: JobLink Budget and FTEs

	2023	2024
Full-time Equivalent Positions	Adopted	Adopted
Total FTEs	22.0	24.0

The adopted 2024 operating budget for JobLink is \$3.4 million, an increase of 9.1% from 2023. In 2024, JobLink has an additional net 2.0 FTE from 2023, including a Career Coach and a permanent Client Engagement Coordinator.

JobLink’s adopted 2024 budget includes the status quo with inflation increases in salaries and benefits and other expense.

### About JobLink

JobLink connects residents to education and employment so they can increase their economic security, skills, income, assets, and financial well-being. JobLink matches SHA adults to employment, education, and resources that build pathways to full-time or part-time employment. JobLink strives to improve quality of life and the agency’s key objective:

Economically Empower People -- JobLink serves 600+ residents each year by connecting them to education and career pathways. Residents enrolled vary by age, education, and work history. Over half of JobLink clients were born outside the US making English Language Learning a key focus of support. Career Coaches work with young adults ages 18-26, parents seeking new jobs, individuals returning to work after a 5–10-year gap, and mature workers, age 65 and older returning to work.

JobLink helps residents by providing one-on-one coaching support, job search navigation, and career planning. The team focuses on connecting residents to high-demand industry sectors. Residents obtain employment as customer service representatives, teaching assistants, software engineers and technicians, medical care givers, nonprofit client advocates, commercial delivery drivers, and other growing occupations in the Seattle area. JobLink also operates an in-house trainee program -- the JobLink Academy -- that connects and prepares residents for jobs at SHA. At the end of 2022, a total of 33 current SHA employees either began their start at the agency as a trainee or were currently in a trainee position.

### Department Work Plan Highlights

#### ❖ Serve more people:

- JobLink served 621 residents in 2022, which was just short of the team’s annual goal, however the team did exceed job placement targets with 133 residents securing new employment. The number of residents enrolling in education or training was down due to continued COVID precautions, in which most classes were provided online rather than in person. Most of JobLink’s students prefer in-person learning and will opt out until those options return. The reduced number of students mirrors the trend of a 37% decrease in enrollments at community colleges across the US.



❖ **Tailor services to high needs clients:**

- A top priority for JobLink is supporting clients with behavioral health concerns and other high needs. Many of these residents require more client interaction than Career Coaches can currently handle, as they each have 65 clients on their caseloads. JobLink piloted the role of Client Engagement Coordinator (CEC) for the last two years and has seen positive results from this extra staff support for clients. This position has been extended to continue to provide support for high needs clients moving forward.
- The Client Engagement Coordinator assists participants stalled in their progress looking for work or completing education. Data reveals 70% of clients supported by the CEC continue seeking employment, securing a job and/or pursuing education credentials.

❖ **Enhance client engagement with a new Coaching Model:**

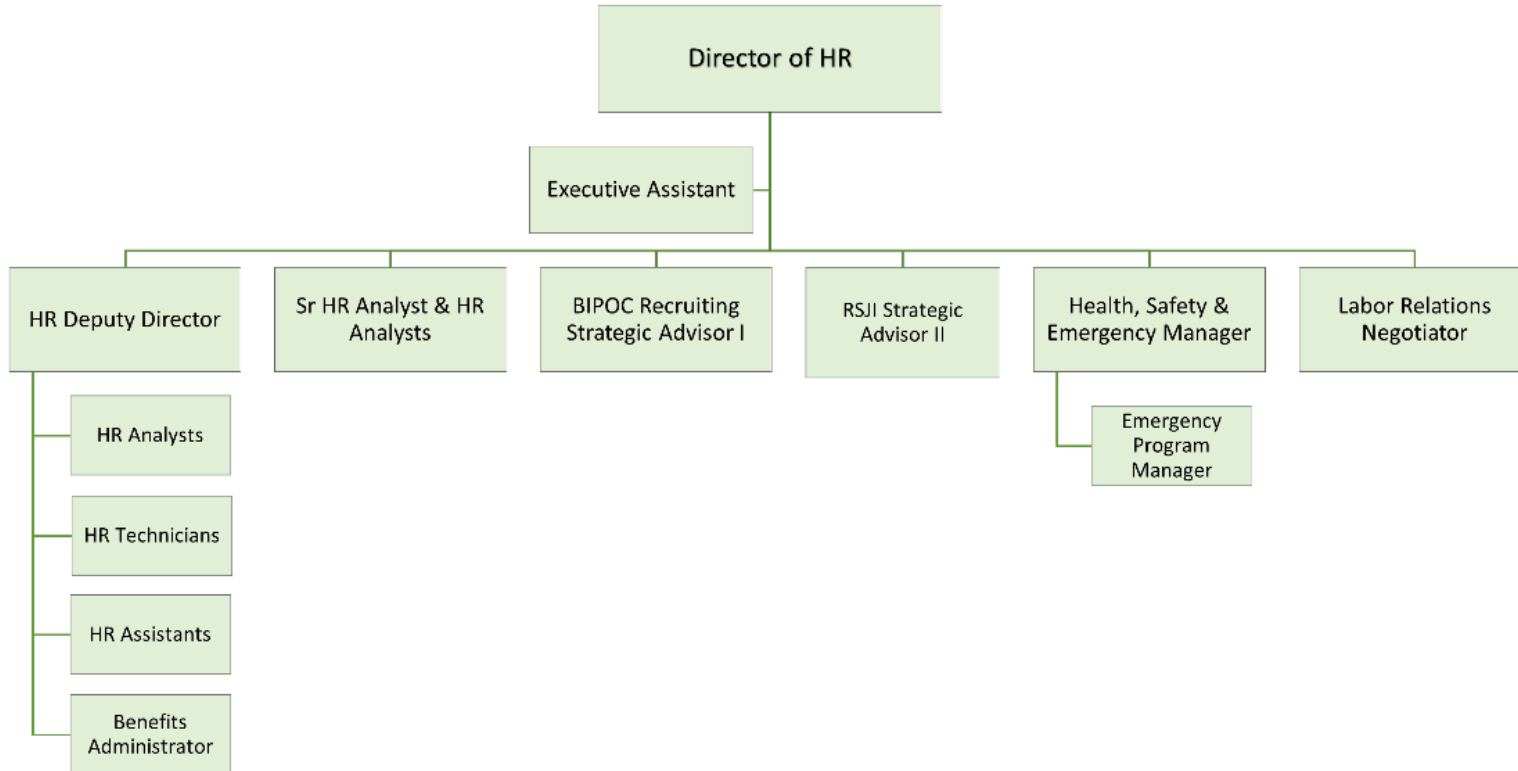
- In 2022, JobLink began refining its Coaching Model and launched a training effort designed to increase staff skills and effectiveness in supporting residents. The work is built upon a full year of Motivational Interviewing skills development for the team which puts clients and their experience at the center of the change process. The new Coaching Model helps staff customize their approach to 600+ participants enrolled in JobLink and adjust their coaching as individuals move through the different stages of active job search, college and training coursework, career advancement and building up a savings account. The foundational training will be completed in 2023.

❖ **Expand JobLink Academy/Section 3 Trainees Program Success:**

- JobLink continues to refine the JobLink Academy/Section 3 Trainee Program which now includes targets for temporary placements and student internships. JobLink Academy saw six trainees secured permanent, full-time positions at SHA in 2022. JobLink saw data that shows SHA residents enrolled in JobLink are more likely to get an interview (22%) and be hired (25%) at the agency compared to residents not enrolled in JobLink who respectively experience 8% or 7% positive outcomes. In November 2022, 33 current or former JobLink clients were working at SHA. This highlights the fact that in addition to the direct benefits to residents, the JobLink Academy also serves as an important talent pipeline for SHA.

# HUMAN RESOURCES

# HUMAN RESOURCES



## Human Resources' (HR) Budget

Human Resources Department Expenditures	2022 Actual	2023 Adopted	2024 Adopted	2023/2024 % Change
Admin Salaries & Temp Help	\$2,636,900	\$3,688,300	\$4,179,800	13.3 %
General & Administrative Expense	451,800	650,800	719,600	10.6 %
Tenant Services	-	-	-	-
Maintenance & Contracts	233,000	186,000	230,000	23.6 %
Utilities	-	-	-	-
<b>TOTAL OPERATING</b>	<b>\$3,321,800</b>	<b>\$4,525,200</b>	<b>\$5,129,400</b>	<b>13.3 %</b>
Salaries & Benefits in Grants, Capital, and Limited Partnerships	-	-	-	-
<b>TOTAL</b>	<b>\$3,321,800</b>	<b>\$4,525,200</b>	<b>\$5,129,400</b>	<b>13.3 %</b>

Table 25: Human Resources Budget and FTEs

Full-time Equivalent Positions	2023 Adopted	2024 Adopted
Total FTEs	17.6	20.6

The adopted 2024 operating budget for the Human Resources Department (HR) is \$5.1 million, an increase of 13.3% from 2023. In 2024 HR will have 3.0 FTE more than in 2023, which includes the addition of an Emergency Program Manager, an HR Technician I, and a HR Assistant III for the Total Rewards Program.

HR's 2024 adopted budget reflects increases due to inflation as well as the following additional funding requests to support staff:

- ✓ Expand the Employee Referral Program, which has proven to be a cost-effective recruitment strategy in increasing the quality of applicants, enhancing diversity and inclusion, and improving employee engagement.
- ✓ Continue pilot strategies in support of SHA's Race and Social Justice Affinity Groups. These groups were started in 2020 as a way for staff from shared racial, ethnic, and other identity groups to build supportive community and make recommendations collectively about issues of race and social justice equity to address at SHA. This new funding will allow groups to host events, invite speakers, and purchase materials to support their work.
- ✓ Fund the Tuition Assistance Program on an on-going basis to allow HR to support 25 to 45 SHA employees in language classes, ESL classes, etc.
- ✓ Replace emergency food and water supplies that expire in 2024 for Hope VI properties.
- ✓ Use Radio Frequency Identification for Fall Protection Equipment, which will help SHA comply with regulating agencies and improve safety for employees who use fall protection.

### *Department Purpose and Function*

Human Resources' mission is to anticipate and provide comprehensive programs and policies that meet the changing needs of our workforce, and which underpin achievement of SHA's strategic and operational goals. Human Resources is responsible for core employment services such as recruitment and selection, job classification and compensation, benefits administration, performance management, employee and labor relations, agency-wide temporary staffing, employment records, training and development, safety, health and emergency management and employee recognition. In addition, HR oversees programming that furthers our race and social justice values and our desire to create a work environment where staff feel that they can do their best work in a welcoming and empowering environment.

These responsibilities entail implementation of best practices and compliance with federal, state, and local employment laws, with HUD regulations, SHA contracts, and with court decisions regarding employment rights and responsibilities. HR will support the new Strategic Plan and the Authority by assisting departments with recruitment, hiring, and on-going training and development of staff. The goal of HR is to ensure employees are working in a productive, safe, welcoming, and non-discriminatory environment.

### *Department Work Plan Highlights*

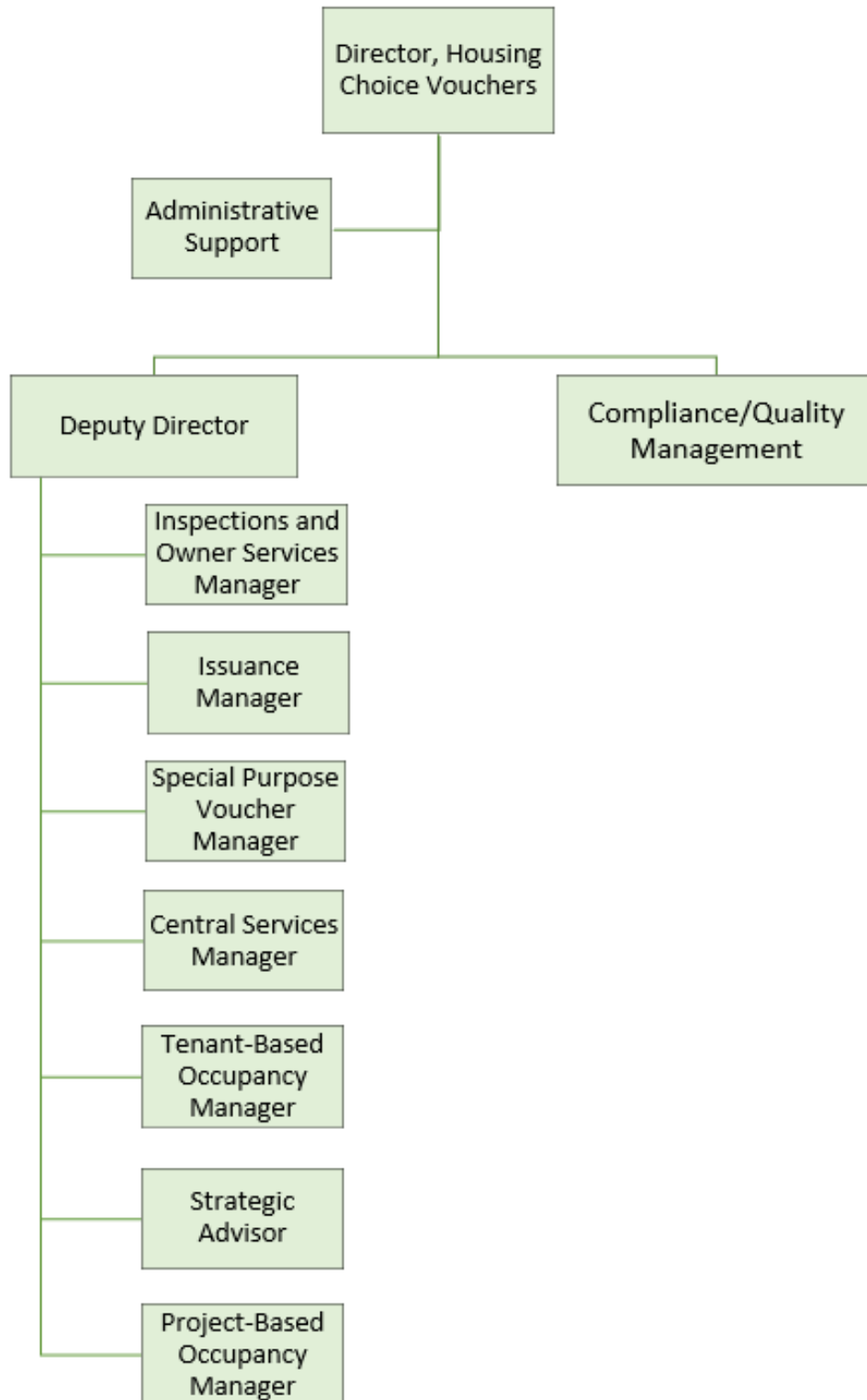
HR has identified the following priorities as part of their 2024 work plan highlights:

- ❖ **Job Classification & Compensation:** In addition to ongoing job and compensation duties, 2024 initiatives will include working with Baker/Tilly to implement a variety of best-practice compensation options; reviewing and adjusting job classifications for essential functions and ADA/essential function compliance; and obtaining models of best practices for job descriptions and job classifications to optimize recruitment for vacant positions.
- ❖ **Safety, Health, and Emergency Management:** In addition to ongoing safety, health, and emergency management duties, in 2024 staff will:
  - Analyze workplace conditions, plans and recommendations to support SHA's responsibility to provide working conditions that mitigate safety risks to staff and properties.
  - Partner with HO Administrators, Advisors, Consultant, labor relations, and safety captains to implement and gain agreement on plans that improve the safety and security of our staff and customers.
- ❖ **Training, Coaching, and Mentorship Programs:** Historically, SHA has promoted great technicians into supervisory positions with little preparation for the role. 56% of SHA staff are BIPOC, however only 45% of staff in supervisory positions are BIPOC. In 2024, staff will:
  - Provide more robust training and programming at all levels in SHA's workforce with emphasis on staff who want to move into supervisory positions.
- ❖ **Employee Experience:** In addition to ongoing efforts to improve the employee experience, 2024 initiatives will include:
  - Gather and analyze actionable feedback on an ongoing basis on various elements of the employee experience including supervision, career development, safety, and security.
  - Elevate the voices of staff in an equitable way.
  - Recommend how the feedback can be incorporated into our performance systems in a manner that is fair and transparent.

- ❖ **Benefits:** Benefits are an important part of total rewards and the employee experience. In 2024, staff will:
  - Help staff – especially the most vulnerable staff – understand medical, leaves, COBRA, retirement, parental, EAP and other benefits.
  - Improve efficiencies with the benefits enrollment process.
- ❖ **Employee Demographics Expansion:** SHA values all forms of diversity. However, the current demographic data provided by staff does not fully capture their identities. In 2024, staff will:
  - Learn all the languages that our staff speak which can help with the volunteer translation program.
- ❖ **HRIS, Data, Process Improvements, and Digital Equity:** In 2024, staff will:
  - Continue the process to update the HRIS system to a more efficient integrated system.
  - Continue eliminating manual process and email-based systems.
  - Prepare and train supervisors and executive assistants to use systems.
- ❖ **Culture of Feedback:** Currently, feedback is primarily provided as part of performance management. Halogen has many limitations; however, the biggest limitation is the inability to provide well-rounded feedback consistently to staff. With the installation of multiple methods of feedback, including regular feedback from supervisors and staff on policies, procedures, and programs, the staff will seek to do the following in 2024 to prepare the organization for what is required to have a culture of feedback:
  - Create a roadmap to normalize and support feedback as part of SHA’s culture.
  - Take steps to make feedback a core competence reflective of a culture buoyed by healthy relationships while considering nimble methods for providing staff with feedback.
- ❖ **Development and Preparation of Supervisors:** SHA has had a relatively flat organization for several years. Supervisors are required to do the work and supervise the work. In 2024, HR will focus deeply on their contracts and HR policies to complement its supervisory training series.

# HOUSING CHOICE VOUCHER PROGRAM

## HOUSING CHOICE VOUCHER PROGRAM





## Housing Choice Voucher Program Budget

	2022	2023	2024	2023/2024
HCV Department Expenditures	Actual	Adopted	Adopted	% Change
Admin Salaries & Temp Help	\$8,069,400	\$8,705,700	\$10,352,900	18.9%
General & Administrative Expense	5,974,000	6,303,400	6,466,500	2.6%
Tenant Services	267,800	273,800	184,400	(32.7)%
Maintenance & Contracts	126,600	85,400	187,100	119.1%
Utilities	-	-	-	-
<b>TOTAL OPERATING</b>	<b>\$14,437,900</b>	<b>\$15,368,300</b>	<b>\$17,190,800</b>	<b>11.9%</b>
Salaries & Benefits in Grants, Capital, and Limited Partnerships	-	-	-	-
Housing Assistance Payments	\$142,100,500	\$157,814,000	\$158,822,000	0.6%
<b>TOTAL</b>	<b>\$156,538,400</b>	<b>\$173,182,300</b>	<b>\$176,012,800</b>	<b>1.6%</b>

Table 26: Housing Choice Voucher Program Budget and FTEs

	2023	2024
Full-time Equivalent Positions	Adopted	Adopted
Total FTEs	85.5	88.5

The adopted 2024 operating budget for the Housing Choice Voucher Program (HCV) is \$17.2 million, an increase of 11.9% from 2023. In 2024, HCV has an increased admin salaries and temp budget due to the addition of a net 3.0 FTE, totaling 88.5 FTE, compared to 85.5 FTE in 2023. HCV added 3.0 FTE funded with MTW Operating Funds. Salaries and benefits for HCV’s staff were adjusted inflationary adjustment and exclusion of the contra salary built in the base budget during budget shortfall.

The Housing Choice Voucher Department’s 2024 adopted budget incorporates a status quo budget with inflation increases, as well as approved additional funding requests including \$98,400 added to the Contracts budget for Third Party Mediation to provide voucher holder-landlord communication supports to reduce risk of eviction. Additionally, the Tenant Services budget was reduced by 32.65%, or a net \$89,400, to reflect the expiring Home from School program funds.

## Department Purpose and Function

SHA’s Housing Choice Voucher (HCV) Department administers federal rental subsidy programs which enable low-income households to rent units in the private market using a voucher or to lease up units with project-based assistance. HCV programs provide rental assistance, prioritizing very low-income households. The overwhelming majority of participants in the HCV project-based, tenant-based, and the Moderate Rehabilitation programs have incomes below 30% of Area Median Income.

HCV operations include maintaining a housing waitlist; certifying applicant eligibility and issuing vouchers; determining participant income; administering utility allowances; establishing voucher payment standards (VPS); recruiting and screening landlords; determining reasonableness of rents charged by landlords; conducting Housing Quality Standards (HQS) unit inspections and following up to ensure units are livable according to HUD standards; recertifying eligibility and income; providing housing supportive services to ensure that participants are successful; and leading advocacy efforts, often in coalitions with

others, on behalf of low-income housing and support programs with federal, state, and local governments, among other functions.

### **Department Work Plan Highlights**

HCV has identified the following items as large priorities in 2024:

#### **❖ Increase utilization of MTW vouchers:**

- As of June 2023, HCV's MTW utilization was 89% and HCV anticipates reaching 93% MTW utilization by year end 2023. Increasing utilization through 2024 will mean serving additional families.

#### **❖ Maintain high utilization and serve more people using Special Purpose vouchers:**

- As of June 2023, SPV utilization was 84.4%. HCV was awarded new Special Purpose vouchers in 2023 and because of this has experienced reduced utilization rates. HCV will focus on maintaining and increasing utilization for Mainstream, Veterans Affairs Supportive Housing (VASH) vouchers, Foster Youth to Independence vouchers, and Family Unification Program (FUP) vouchers. Emergency Housing Vouchers cannot be reissued past September 2023. The department will respond to SPV Notices of Funding Availability (NOFAS) as released by HUD.

#### **❖ Landlord Services:**

- HCV will focus on improving customer service for landlords in 2024. Specifically:
  - Streamlined communications strategy for landlords,
  - More community relationships and better presence at industry events,
  - Eliminate specialized position for rent increases to improve the processing time,
  - Improvements to Request for Tenancy Approval (RFTA) process and customer experience,
  - Provide regular Landlord trainings about program and City requirements,
  - Better leverage inspection team to reach landlords and clients,
  - Improve online functionality: expand use of direct deposit, incorporate RFTAs and Rent increases, make updates to voucher holder online portal,
  - Explore Landlord incentives and incorporate RSJ and Environmental Justice principals,
  - Streamline the mitigation funds process,
  - Conduct outreach campaign targeted at encouraging new landlords to partner with SHA to lease with voucher holders. Emphasis will be placed on EHVs, SPVs and increasing voucher holder choice in Opportunity Areas.

#### **❖ Housing Stability Assistance:**

- Housing Counselors continue to offer housing search and stability assistance. Success has been achieved by navigating participants to services and responding to leasing conflicts. HCV will improve housing stability and support leasing success in 2024 by continuing work with the Housing Connector mediation services.

#### **❖ New Waiting List:**

- HCV's 2017 waiting list will likely be exhausted by year-end 2023. In 2024, HCV will work to develop a waiting list management system that incorporates analysis of racial inequities, increases accessibility for applicants, improves flexibility and adaptability to changing

circumstances, minimizes the time between voucher availability and issuance, and leverages existing systems and resources.

❖ **Staff Engagement:**

- HCV teams continue to experience a high degree of turnover and there have been continuous changes to the technology platforms used by staff. HCV will continue to expand the use of SHA's eLearning platform to make a diverse set of trainings available on demand to staff and to track training outcomes. HCV also plans to offer more opportunities for staff to attend trade conferences and engage with the housing community. Finally, HCV will offer all staff training in mental health first aid, de-escalation, and trauma informed care. These trainings will make staff more responsive to client needs and better able to cope with the demands of the work.

❖ **Housing Connector:**

- HCV will continue partnering with the Seattle Chamber's Housing Connector program to assist participants experiencing homelessness in leasing a unit.

❖ **Process Improvements:**

- HCV will continue to work on a comprehensive process improvement project to increase the efficiency and effectiveness of rent determinations. In addition, HCV will work on process improvements related to Inspection Scheduling and Request for Tenancy Approval (RFTA) processing to smooth workflows.

# GRANT PROGRAMS

## Grant-Funded Expenses

The adopted overall budget for agency grant expenditures in 2024 is \$1.1M; this compares to \$2.9 million in the adopted 2023 budget, showing a decrease of approximately \$1.8 million from 2023 to 2024. This decrease is due to the Washington State Digital Equity Grant ending mid-year 2023. The sources listed below are a mix of new grants and 2023 funds that will carry over into 2024.

### Seattle Housing Authority Grant Program CY 2024

Table 27: Grant Program

Name	Total Award	Grant Period	2024 Expenditures (with any carryover)
Family Self Sufficiency	\$674,300	2024	\$674,300
Resident Opportunities & Self Sufficiency	491,700	2023-2025	163,900
Best Starts for Kids and Schools	561,400	2022-2025	214,800
<b>TOTAL</b>	<b>\$1,727,400</b>		<b>\$1,053,000</b>

**Family Self Sufficiency HUD Grant (2024) - \$674,300** - This grant in addition to the ROSS Services Coordinators Grant will allow the JobLink division to fully fund their Career Coaches in 2024.

**ROSS Service Coordinators Grant (2023-2025) - \$491,700** - This three-year grant annually funds approximately two Career Coaches' salaries, training, and support costs in the JobLink program.

**Best Starts for Kids and Schools Grant (2022-2025) - \$561,400** – SHA is one of 5 recipients of funding from the Expanded Learning Initiative funded by King County Best Starts for Kids. The collaboration will enhance learning services at Yesler Terrace by collectively serving at least 50 youth every day after school and during summer break. SHA is using these funds to provide one staff person to serve as an education coordinator in the Yesler community.

# CAPITAL PROGRAM

## 2024 CAPITAL AND NON-ROUTINE EXPENSES

SHA's Annual Capital and Non-Routine Expenditures will decrease by about \$1.4 million from **\$24.8 million** in 2023 to **\$23.3 million** in 2024. Funding sources include the MTW Capital Grant, other MTW contributed funds, Non-federal funds, bond proceeds, and replacement reserves. The 2024 Capital preservation budget dedicates \$18.85 million to capital project costs, and the remainder supports project management and capital administration costs. The top five funded capital work projects, representing just over half of the adopted 2024 Capital preservation budget are displayed in the table below. For a full listing of planned projects by community, please see the Capital Programs tables in Attachment 1.

### Top Five 2024 Capital Preservation Work Categories Funding

Table 28: Capital Project Work Categories

Capital Project Work Category	2024 Adopted Capital Budget
Roofing Replacements and Repairs	\$3.17M
Building Interior Upgrades	2.83M
Building Exterior Upgrades	2.47M
Flooring Replacements and Repairs	2.35M
Security System Improvements	1.77M
<b>Top Five Capital Work Categories Total</b>	<b>\$12.58M</b>
Percent of 2024 Capital Projects Total	53.90%

### Information Technology (IT) Capital Projects

IT Capital projects are adopted at \$825,000 for 2024, which is lower than the 2023 IT Capital budget by 68.1%. The 2023 budget included \$2.0M in initial costs for replacing SHA's financial and accounting software system and human resources system, while 2024 doesn't include any projects at the same scale. Instead, the 2024 IT Capital projects include 14 projects, each with a timeline of 12 months or less. The largest of these projects is a Security Information and Event Management/Managed Detection & Response Solution program that will cost \$180,000 in 2024 and \$630,000 over the next five years. Other significant projects include RentCafe implementation (\$100,000) and assessed Policy Changes within Yardi (\$100,000). Standard Infrastructure maintenance and repairs are expected to cost \$193,500.

### Opportunity Investments

The 2024 Adopted Budget funds nine projects, at a total cost of \$29.3M, with durations of one to five years. Funding is planned for the stipulated duration of each project and overall will engage 20.5 additional project FTEs for the duration of their assignment. The 2024 Opportunity Investment Projects are presented in the Overview section of this Adopted Budget, see pages 12-15.

### Redevelopment Projects

Redevelopment projects decreased by **\$32.6 million** from 2023 to 2024. The decrease is in Yesler projects as one Yesler building, Juniper, is in construction for all of 2024 and Sawara will be finishing up

construction in Q1. Outside of Yesler, Jefferson Terrace is in construction through 2024 and Jackson Park Village Apartments is projected to close and begin construction in Q3 or Q4 of 2024.

**SHA Yesler projects** are budgeted in 2024 to spend **\$32.1 million**. Yesler development projects active in 2024, include the following:

- **Sawara - \$7.8 million** - Building construction started in late 2021 and will be in progress through early 2024 when lease-up will begin. This energy efficient building will have 114-units including 1, 2, 3 and 4- bedrooms.
- **Juniper - \$24.3 million** - This 114-unit building will begin construction in Q3 of 2023 and will be under construction for the entirety of 2024. The 24-month project will consist of 114 units. 39 replacement units supported by project-based vouchers plus 75 units at 60% AMI, in a mix of 1, 2, 3 and 4-bedroom units.

**Jefferson Terrace** closed in August 2022. The rehab project and relocation will be in two phases – one tower at a time. Construction is projected to end the first quarter of 2025 with lease-up occurring as units become available after each phase. Jefferson Terrace is the last of 23 SHA high-rise buildings to be refurbished. The tax credit project will bring increased operating funds to SHA through a Section 18 conversion that will grant project-based voucher funding to replace public housing funds. Jefferson Terrace will be under construction for the entirety of 2024.

**Jackson Park Village** redevelopment will completely replace the aging 42 units and create approximately 50 additional units of housing on the site. Design development, entitlements, HUD approvals, financing, relocation, and community engagement will continue through Q3 2024 with a projected financial closing and construction start in late 2024 and project duration of approximately 18 months.

**Holly Court** redevelopment is in the early stages of planning and design, which is expected to continue through 2024 and with closing projected in 2025. There is a possibility of commercial relocation activity in 2024.

**Northgate** redevelopment activities are in planning, with initial infrastructure work and demolition planned for 2025, and closing of an SHA project on a portion of the site in 2026.

For a full list of the 2024 adopted Capital Program, please see Attachment 1 to this Adopted Budget.



# LIMITED PARTNERSHIP OPERATIONS

## LIMITED PARTNERSHIP OPERATIONS

The Low-Income Housing Tax Credit (LIHTC) program is a major source of funding for the development of new affordable housing units and rehabilitation of existing units. Limited Partnerships are formed to take advantage of federal law and Internal Revenue Service (IRS) regulations allowing private parties to invest in affordable housing in exchange for tax benefits. The private investors' equity investments will help reduce the financing of upfront capital investments needed to construct or rehabilitate housing units. The Seattle Housing Authority (SHA) has been the developer, general partner, and managing agent for the limited partnership in all SHA's cases.

In 2024, SHA will serve as the General Partner and Managing Agent for sixteen Limited Partnerships (LPs) formed to invest in, own, and manage rental housing in mixed-income communities. In 2024, SHA expects 1,941 affordable units to serve residents in the Tax Credit partnership program at fifteen partnerships. Juniper will be under construction in 2024. The units are a mix of subsidized and Tax Credit units. The subsidized units serve households with incomes at or below 30% of AMI and the Tax Credit units typically serve residents with incomes between 50% and 60% of the AMI.

The total Operating Budget for the limited partnerships in 2024 is projected at **\$19.4** million. As the partnerships are separate legal entities, the LP budgets are not included in SHA's 2024 Budget figures except for Leschi House LLLP because of its unique relationship with SHA.

### ***Limited Partnerships in 2024<sup>5</sup>***

Jefferson Terrace	NewHolly Phase I	Raven Terrace
Red Cedar	Salish Landing	Sawara
Hinoki	Rainier Vista Northeast	South Shore Court
Hoa Mai Gardens	Kebero Court	Tamarack Place
Leschi House*	Lake City Court	West Seattle Affordable Housing LLLP
Juniper**		

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<sup>5</sup> Properties marked with an asterisk (\*) are included in the SHA Operating Budget.

\*\* Juniper is under construction in 2024

Table 29: Limited Partnerships -- Operations Budgets

Name	South Shore	Lake City Court	Tamarack Place	Rainier Vista Northeast	Leschi House	Kebero Court	Raven Terrace
<i>First year of operations</i>	<b>2009</b>	<b>2011</b>	<b>2010</b>	<b>2011</b>	<b>2015</b>	<b>2015</b>	<b>2015</b>
# of units	<b>44</b>	<b>86</b>	<b>83</b>	<b>118</b>	<b>69</b>	<b>103</b>	<b>83</b>
Rental Income	247,088	593,487	407,154	698,453	267,509	447,530	485,025
Operating Subsidy	-	318,381	285,154	438,063	-	-	-
HCV Subsidy	229,096	97,712	287,080	462,049	614,401	1,096,570	657,460
Other Income	20,848	14,289	20,015	16,905	1,853	12,178	8,055
<b>TOTAL REVENUE</b>	<b>497,032</b>	<b>1,023,869</b>	<b>999,403</b>	<b>1,615,470</b>	<b>883,763</b>	<b>1,556,278</b>	<b>1,150,540</b>
<b>Administrative Expenses</b>							
Salaries	55,063	100,669	90,303	128,903	49,324	100,980	118,876
Other Admin Costs	48,307	148,003	331,642	251,319	104,664	158,079	146,747
Utility Expense	76,720	237,404	161,135	318,176	137,067	173,839	110,259
Tenant Service	204	1,916	969	1,223	1,828	2,047	1,613
<b>Maintenance &amp; Repair</b>							
Maintenance Salaries	-	113,457	85,726	123,335	67,501	124,426	120,564
Supplies	-	26,258	19,098	51,993	13,710	29,855	21,064
Contracts	99,661	153,983	66,048	177,862	66,522	95,471	87,952
<b>General Administrative Exp</b>							
Property Insurance	26,505	84,483	-	99,037	50,834	84,530	64,997
Benefits, Other	31,585	108,618	88,884	127,701	67,101	126,232	128,578
Financial Expenses	83,043	6,112	58,329	121,353	176,411	363,903	191,732
<b>TOTAL OPERATING EXPENSES</b>	<b>421,088</b>	<b>980,903</b>	<b>902,134</b>	<b>1,400,902</b>	<b>734,962</b>	<b>1,259,362</b>	<b>992,382</b>
<b>NET INCOME (LOSS)</b>	<b>75,944</b>	<b>42,966</b>	<b>97,269</b>	<b>214,568</b>	<b>148,801</b>	<b>296,916</b>	<b>158,158</b>

## Operations of Limited Partnerships where SHA is the General Partner

Name	Hoa Mai	NewHolly Phase I	West Seattle	Red Cedar	Hinoki	Jefferson Terrace	Salish Landing	Sawara	TOTAL 2024 LP BUDGET
<i>First year of operations</i>	<b>2016</b>	<b>2016</b>	<b>2017</b>	<b>2019</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	
# of units	<b>111</b>	<b>305</b>	<b>204</b>	<b>119</b>	<b>136</b>	<b>284</b>	<b>82</b>	<b>114</b>	<b>1,941</b>
Rental Income	786,098	2,581,967	1,344,685	882,272	947,702	394,957	608,534	919,124	<b>11,611,585</b>
Operating Subsidy	-	-	35,000	-	-	-	-	-	<b>1,076,597</b>
HCV Subsidy	1,034,479	696,144	956,714	1,243,292	1,543,913	3,453,970	535,642	-	<b>12,908,522</b>
Other Income	4,334	21,957	883	800	500	-	1,233	-	<b>123,850</b>
<b>TOTAL REVENUE</b>	<b>1,824,911</b>	<b>3,300,068</b>	<b>2,337,282</b>	<b>2,126,364</b>	<b>2,492,115</b>	<b>394,957</b>	<b>1,145,409</b>	<b>919,124</b>	<b>25,720,554</b>
<b>Administrative Expenses</b>									
Salaries	116,752	209,632	205,316	134,498	210,927	272,039	81,189	106,925	<b>1,981,396</b>
Other Admin Costs	188,418	485,267	265,408	196,104	207,942	237,504	96,741	181,820	<b>3,047,965</b>
Utility Expense	231,302	885,861	441,795	244,888	218,972	500,545	120,974	201,111	<b>4,060,048</b>
Tenant Service	2,210	4,362	-	2,425	3,528	3,468	-	2,357	<b>28,150</b>
<b>Maintenance &amp; Repair</b>									
Maintenance Salaries	105,816	211,389	-	93,865	87,114	-	-	107,999	<b>1,241,192</b>
Supplies	22,613	193,566	6,377	36,850	32,343	38,589	-	38,976	<b>531,292</b>
Contracts	92,092	237,185	428,963	97,853	142,649	663,882	284,222	82,157	<b>2,776,502</b>
<b>General Administrative Exp</b>									
Property Insurance	126,170	220,826	177,164	139,817	146,768	-	90,000	112,601	<b>1,423,732</b>
Benefits, Other	118,360	211,540	112,123	128,574	152,603	142,153	44,088	38,871	<b>1,627,011</b>
Financial Expenses	496,434	207,836	308,918	635,451	7,160	1,462	4,800	5,654	<b>2,668,598</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>1,500,167</b>	<b>2,867,464</b>	<b>1,946,064</b>	<b>1,710,325</b>	<b>1,210,006</b>	<b>1,859,642</b>	<b>722,014</b>	<b>878,471</b>	<b>19,385,886</b>
<b>NET INCOME (LOSS)</b>	<b>324,744</b>	<b>432,604</b>	<b>391,218</b>	<b>416,039</b>	<b>1,282,109</b>	<b>1,989,285</b>	<b>423,395</b>	<b>40,653</b>	<b>6,334,668</b>

# APPENDIX

## 2024 CAPITAL PROGRAMS

### SHA 2024 CAPITAL PROJECTS - MTW GRANT-FUNDED ACTIVITIES

Table 30: MTW Capital Expenses

#### Low Income Public Housing Capital Projects

LIPH Scattered Sites	Paint unit exteriors and interiors; replace flooring; replace roofing; upgrade lighting; restripe parking lots.	\$1,222,000
Cedarvale Village	Enclose trash area and upgrade interiors for 4 units.	360,000
Denny Terrace	Install solar panels for roof.	200,000
Westwood Heights	Additional funds for window replacements; paint common area; replace flooring.	1,030,000
Allowance for LIPH communities	Upgrade interiors at time of vacates.	200,000
Stewart Manor	Replace roofing.	300,000
<b>Low Income Public Housing Capital Projects Subtotal</b>		<b>\$3,312,000</b>

#### Seattle Senior Housing Program Capital Projects

Bitter Lake Manor	Replace unit doors and ADA door closers; reconfigure recycling enclosure.	\$37,000
Blakeley Manor	Investigate flood barriers to entryway; replace flooring in entrance.	15,000
Carroll Terrace	Paint common area; restripe parking lot.	25,000
Columbia Place	Paint interior; upgrade lighting.	53,000
Fort Lawton Place	Replace flooring; upgrade lighting.	49,000
Gideon-Mathews Gardens	Replace window screens; install air handler.	50,000
Island View	Replacing 1 <sup>st</sup> floor flooring; upgrade lighting; replace mailboxes.	57,500
Nelson Manor	Replace flooring; upgrade lighting; upgrade/replace/service building HVAC system.	96,000
Phinney Terrace	Replace common area flooring; paint interior; upgrade lighting.	95,000
Pinehurst Court	Upgrade lighting.	34,000
Pleasant Valley Plaza	Upgrade lighting; restripe parking lot.	19,500
Primeau Place	Install air handler; upgrade exterior and roof.	2,232,000
Reunion House	Upgrade lighting.	17,000
Wildwood Glen	Replace flooring; upgrade lighting; replace roofing.	123,000
Willis House	Paint common area; replace flooring.	50,000
Allowance	Replace flooring for vacates.	150,000

<b>Seattle Senior Housing Program Capital Projects subtotal</b>	<b>\$3,403,000</b>
<b>Total 2024 MTW Block Grant Budget for SSHP</b>	<b>\$3,103,000</b>

### High Point Capital Projects

High Point Phase I	Replace flooring.	\$150,000
High Point Phase II	Replace appliances; install exterior security lighting; replace flooring; clean roof and gutter.	290,000
<b>High Point Capital Projects</b>		<b>\$440,000</b>

### NewHolly Capital Projects

NewHolly I	Replace appliances and flooring.	\$250,000
NewHolly II	Replace appliances and flooring; remove trees and landscaping.	215,000
NewHolly III	Replace appliances, boiler, and flooring; upgrade units; for Othello: replace carpets on 3 <sup>rd</sup> and 4 <sup>th</sup> floors, replace washers and dryers, paint interior.	455,000
<b>NewHolly Capital Projects Subtotal</b>		<b>\$920,000</b>

### Rainier Vista Capital Projects

Rainier Vista Phase I	Replace appliances and flooring; upgrade McBride community room HVAC; replace roof.	\$475,000
<b>Rainier Vista Capital Projects</b>		<b>\$475,000</b>

### Agencywide Capital Projects

ACAM Program	ACAM program supplement	\$1,000,000
Energy Conservation	Toilet replacement for 3 buildings; Rainwise for 3 buildings; solar panel study; electrification study	\$550,000
Generator Replacement	Allowance for generators	\$500,000
Hope VI Project	Allowance for NewHolly and High Point	\$1,200,000
Allowance	Allowance for sidewalk replacements, smoke detectors, and hazmat	\$500,000
<b>Agency-wide Capital Projects</b>		<b>\$3,750,000</b>

### Administrative Costs

Various	Asset Management administration	\$1,494,000
Various	Construction Operations administration	512,000
Various	CSOC Fees	1,690,000
Various	Finance & Administration	

		356,000
Various	Development administration	448,000
<b>Administrative Costs</b>		<b>\$4,500,000</b>

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**Total 2024 MTW Block Grant Capital Budget      \$16,500,000**

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## SHA 2024 CAPITAL PROJECTS – OTHER FUNDS AND REDEVELOPMENT ACTIVITIES

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**Table 31: Non-MTW/Other Capital Expenses**

### Non-Federal Funds Capital Projects

Epstein Opportunity Center	Replace roof & rooftop furnace, two heat pumps, and central exhaust fan.	\$245,367
Epstein Building	Flooring near community room.	\$20,001
MLK Maintenance Facility	Replace Roof & repairs in parking lot.	\$190,000
OSC - Operating Support Center	Parking Lot Repairs.	\$40,000
<b>Total Non-Federal Funds Capital Projects Subtotal</b>		<b>\$495,368</b>

### CY 2024 Pooled Refinance Projects

Baldwin Apartments	ACAM upgrade to Genetec; Flooring.	\$89,000
Bayview Tower	ACAM upgrade; Common area flooring; replacement door to electrical vault; water supply lines.	\$197,000
Fir Street Townhomes	Interior upgrades.	\$20,000
Golden Sunset Apartments	ACAM install buildings B & C additional funds; Roof at Building C repairs; Upgrade fire panels to buildings A and C.	\$190,000
Lake City Commons	Flooring Replacement.	\$20,000
Main Street Apartments	Upgrade cabinets; Garbage station expansion; Install 24/7 fans additional funds; Property Site repairs/upgrades/maintenance; Upgrade mailboxes to include parcel box	\$68,500
Main Street Place	Install ACAM system and cameras, Genetec	\$45,000
Market Terrace	ACAM system install; Flooring replacement; Interior common area paint	\$137,000
Martin Luther King Jr. Apartments	ACAM Upgrades	\$40,000
Mary Avenue Townhomes	Flooring Allowance; Hydronic Heating	\$80,000



Montridge Arms	Painting common area	\$20,000
Rainier Avenue Apartments	Interior Upgrades	\$100,000
Ritz Apartments	Drain Repairs.	\$20,000
Spring Lake Apartment	ACAM System; Common Area Flooring; Common area paint interior	\$125,000
Spruce Street Townhomes	Boiler Replacement.	\$20,000
Telemark Apartments	ACAM install Genetec; Flooring replacement; Repair columns in garage; Upgrade garage doors	\$180,000
Weller Street Apartments	ADA doors at ramps; Interior paint; Roof access and tie offs; Roof replacement; Upgrade intercoms	\$540,000
Westwood Heights East	ACAM system install; Deck coating; Install 24/7 fans	\$195,000
Special Portfolio - Allowance	Flooring Allowance; Restriping Parking Lots	\$165,000
<b>Total CY 2024 Pooled Refinance Projects Subtotal</b>		<b>\$2,251,500</b>

#### CY 2024 Special Portfolio and Other Capital Projects

Leschi House	Upgrade lighting, provide an allowance for appliance replacements and flooring repairs or replacements.	\$60,000
LIPH (homeWorks I)	Flooring replacement at Ballard House; Parking at Capitol Park; Common space upgrades at Green Lake Plaza; New DVR systems at Harvard Court; Second Door Installation and new DVR & GCFI's at International Terrace; Generator Installation at Lictonwood.	\$672,300
LIPH (homeWorks II)	Roof Replacement at Cal-Mor Circle; Common Area Painting and Floor replacement at Cedarvale House; Replace glazing units and install louvres in stairwell at Center Park; Replace community room ceiling and overlay roadways at Lake City House.	\$557,000
LIPH (homeWorks III)	Roof replacement and Security Cameras at Barton Place; Drain repair and common area painting at Center West; Replace flooring at Jackson Park House; Replace common flooring at Ross Manor; Repair parking lot at Stewart Manor; Drain repairs at University House; Flooring replacement at West Town View.	\$786,000
Northgate Apartments	Dryer Vent Cleaning & Gutter Repairs	\$40,000
Scattered Sites managed by S.P.A.C.E.	Roof Replacements and Installation	\$288,000
Scattered Sites managed by S.P.A.C.E.	Provide allowance for SF modernizations and contingency funds.	\$500,000
South Shore Court	Replace Wall heaters and cabinets	\$41,370
Ravenna School Apartments	Flooring Replacement	\$50,000
Wedgewood Estates	Acid Wash and reseal pool; Common area painting; exterior painting; repair storage in laundry rooms; restripe parking lots; repair sidewalks.	\$185,000

Willis House	Lighting Upgrades	\$26,000
<b>Total CY 2024 Special Portfolio and Other Capital Projects Subtotal</b>		<b>\$3,205,670</b>

**CY 2024 Limited Partnership, Tax Credit, and HOPE VI Capital Projects**

Rainier Vista II (Tamarack)	Provide allowances for flooring and appliances.	\$45,000
Rainier Vista III (North East)	Dryer Vent cleaning; Replace hot water tanks; roof and gutter cleaning; allowances for appliance and flooring repair and upgrades.	\$138,000
Lake City Court LP	Approve allowances for flooring and appliances; replace hot water system; lighting upgrades; reconfigure parking.	\$160,000
High Point North	Flooring replacement; Appliance replacement; roof and gutter cleaning; allowance for appliances repair and upgrades.	\$365,000
Hoa Mai Gardens	Provide allowance for appliances; dryer vent cleaning; garage door replacement; install heat pump water system.	\$78,000
Kebero Court	Dryer vent cleaning; roof and gutter cleaning	\$26,000
Raven Terrace	Approve an appliance allowance and clean dryer vents.	\$27,000
Red Cedar	Approve an appliance allowance; replace back-up battery; install heat pump design to replace solar.	\$45,000
<b>Total CY 2024 LP, TC, and HOPE VI Capital Projects Subtotal</b>		<b>\$884,000</b>
<b>Total CY 2024 Non-MTW/Other Funds Capital Budget</b>		<b>\$6,836,538</b>
<b>Total CY 2024 Asset Preservation Program Capital Budget</b>		<b>\$23,346,538</b>

**CY 2024 Opportunity Initiatives**

For additional details on the 2024 Opportunity Initiatives please see pages 12-15.

Tracking and Improving the Physical Condition of SHA properties	\$520,000
Public Housing Rehabilitation and Repositioning	\$530,000
Deferred Maintenance	\$481,000
Buy-Up Program	\$2,000,000
Leasing and Move Support Team	\$4,626,000
Right Sizing Maintenance Team	\$6,649,000
Process Improvement	\$4,000,000
ERP/HRIS	\$10,000,000
Aging-in-place	\$500,000
	<b>\$29,306,000</b>



