2027 Proposed Budget Book

Seattle Housing Authority

SEATTLE HOUSING AUTHORITY

2027 PROPOSED BUDGET

Presented to

SEATTLE HOUSING AUTHORITY BOARD OF COMMISSIONERS

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Introduction

The 2027 Proposed Budget contains all of Seattle Housing Authority's (SHA) Operating and Capital Budget sources and uses of funds, including federal and local housing programs and enterprise activities, for calendar year 2027. The Budget was prepared under the authorizations contained in the Authority's Moving to Work (MTW) agreement with the U.S. Department of Housing and Urban Development (HUD), which has been extended through 2038, and the State of Washington's Housing Authorities Law. The MTW program provides regulatory and funding flexibility in the following ways:

MTW provides a process to waive federal regulations pursuant to Sections 8 and 9 of the 1937 Housing Act, enabling the agency to undertake demonstrations and innovations that would not otherwise be available. Use of this authority must meet the following three MTW statutory objectives: 1) Streamline operations for efficiency and cost effectiveness; 2) Enhance housing choice; and 3) Promote self-sufficiency. MTW allows the Housing Authority to treat federal resources under Sections 8 and 9 of the 1937 Housing Act (more commonly referred to as the housing choice voucher grant and the public housing operating and capital grant, respectively) as a single fund with the flexibility to use these funds across federal and local housing programs serving low-income residents.

The Seattle Housing Authority uses these authorizations to maximize the impact of federally funded programs for the low-income residents of the Seattle community.

How the Budget is Prepared

During 2026, the Budget Office, in consultation with SHA departments and the Executive Director, worked to create a proposed 2027 budget that focuses on supporting core Department functions and maintaining service levels while navigating uncertainty in projected federal funding levels.

The 2027 budget process included: (1) the creation of a typical "status quo" budget, (2) an additional funding request process to allocate projected available funds to support permanent and term-limited projects, and (3) a budget review process to confirm that agency priorities are incorporated into the 2027 Budget. These processes were designed to develop a proposed 2027 budget that is based on the best information available regarding federal funding levels in 2027, that ensures long-term stability, and that maintains essential services.

Budget Preparations and Development

The Budget Office began developing the budget in late winter by preparing forecasts for 2027 revenues and expenses based on the best information available regarding projections of federal funding, 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 SHA Cabinet to review the Budget Office's initial forecast of the coming year's revenues and expenses, which included inflation adjustments and other estimated cost increases. This formed the initial "status quo" budget. The Budget Office then evaluated programs and positions scheduled to expire and considered any off-cycle budget revisions that were made. This review process resulted in an adjusted "status quo" budget for each department.

In parallel with the Operating Budget, the Budget Office worked with departments on the Capital and Non-Routine Program Budget, which includes Capital projects (asset preservation), Information Technology infrastructure and projects, and Development and Redevelopment projects. During this process, the Budget Office was responsible for balancing the total budget and determining the availability of funding for Capital and Non-Routine proposals submitted by departments. The Budget Office provided recommendations on these proposals to the Executive Director and Deputy Executive Directors for inclusion in the annual proposed budget along with the Operating budget.

Department Budget Submittals and Review Process

In late April, the Budget Office sent out the adjusted "status quo" budgets and budget request forms to each of the departments. After receiving their forms, each department prepared and then submitted their operating budget requests. As a part of this process, departments had the opportunity to submit additional funding requests for the purpose of supporting core department functions, maintaining existing service levels, or generating new streams of revenue.

In the additional funding request process, departments were required to align their funding requests with the 2025-2030 Strategic Plan. When reviewing additional funding requests, the

Budget Office confirmed whether requested funding supports activities that uphold the agency's Strategic Priorities.

Beginning in June, the Budget Office reviewed each department's operating budget request and additional funding requests, then hosted a series of reviews with departments, the Deputy Executive Directors (DEDs), and the Executive Director (ED). After gathering the ED's final decisions, the Budget Office prepared a summary of these decisions and sent the final proposed budget recommendations to each department. The Budget Office then prepared the 2027 Proposed Budget and will present it to SHA's Board for review and consideration.

Budget Book Development, Public Hearing Period, and Budget Adoption

The Proposed Budget was completed at the end of August and, shortly after, SHA published the Moving to Work (MTW) Proposed Annual Plan for 2027 and the 2027 Proposed Budget Book for public comment. Both documents are available online at http://www.seattlehousing.org for public review and will be open for comment until September 30, 2026. A public hearing will be held in mid-September as part of the public comment process. The Executive Director and the Budget Office will provide the first reading of the 2027 Proposed Budget to the Board of Commissioners at the mid-September Board Briefing and will continue the presentation at the late-September Board Meeting.

Following the conclusion of the public comment period, the public comments and any Board-requested adjustments to the 2027 Proposed Budget will be presented to the Board of Commissioners, first at the October 5th Board Briefing and then for final consideration and vote at the October 13th Board Meeting.

NAVIGATING THE BUDGET: WHAT'S IN THIS DOCUMENT?

The budget is presented in the following sections:

Overview of the 2027 SHA Proposed Budget

In this first section of the Budget Book, Seattle Housing Authority (SHA) presents a summary of 2027 proposed sources and uses of funds, including any significant changes, as well as an overview of the 2027 Budget Survey.

Department Budgets

This section contains an overview of the budget for each department and for major divisions within departments. These departmental overviews include: (1) proposed 2027 expenditures, (2) proposed 2027 staffing levels, and (3) an overview of department purpose and function. SHA departments are as follows: Executive; the Office of Policy and Strategic Initiatives; Finance and Administration; Asset Management and Development; Information Technology; Housing Operations; Human Resources; and the Housing Choice Voucher Program. The department operating budgets exclude all Limited Partnership (LP) and S.P.A.C.E Foundation operating revenues and expenses. Preliminary budgets for all LPs are presented in the Limited Partnership Operations section of this Budget Book.

Grant Program

SHA has consistently and successfully competed for grant funding from HUD, other public agencies, and private foundations to support its resident services and programs. This section summarizes grants that are currently active and presents a table of grant-funded expenditures expected in 2027.

Capital and Non-Routine Program

This section describes SHA's plans for new funding for asset preservation, redevelopment, and rehabilitation of SHA's housing portfolios and facilities. IT Capital is also included in this section. SHA's key redevelopment projects in 2027 include: (1) the construction of Jackson Park Village, (2) continued pre-development, infrastructure, and design work at Northgate, and (3) continued pre-development planning of various projects on the Real Estate Roadmap.

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 the rehabilitation of existing units. Limited Partnerships (LPs) are formed to benefit from federal law and Internal Revenue Service (IRS) regulations that allow private parties to invest in affordable housing in exchange for tax credits. In 2027, SHA will serve as the General Partner and Managing Agent for twelve LPs formed to invest in, own, and manage rental housing in mixed-income communities. These partnerships consist of 1,654 affordable units, a mix of subsidized units and Tax Credit units. The subsidized units serve households with incomes at or below 30% of Area Median Income (AMI) and the Tax Credit units typically serve residents with incomes between 50% and 60% of the AMI. Leschi House is expected to exit its partnership at the end of 2026 and so is not included in the counts above. Jackson Park Village converted to a Limited Partnership in 2026 but will remain in development throughout 2027 – while it is counted as an LP above, its expected unit count is not included in the unit count above.

S.P.A.C.E. Foundation

The Special Projects and Creative Energies (S.P.A.C.E.) Foundation is a nonprofit affiliate, controlled by SHA. The foundation owns 216 Scattered Site units that have Project-Based Vouchers.

OVERVIEW OF THE 2027 SHA PROPOSED BUDGET

The Seattle Housing Authority's (SHA) Proposed Budget for 2027 totals **$484.6 million**, representing an increase of **$51.9 million**, or 12.0 percent, compared to the 2026 Adopted Budget. This increase in expenses is primarily due to increased work related to Capital, Redevelopment, and Non-Routine Programs and also reflects higher Program Operations and Administration expenses. The budget is composed of **$172.2 million** for Program Operations and Administrative expenses[1], **$205.3 million** for Housing Assistance Payments (HAPs), **$1.6 million** for Grant Support, **$39.1 million** for Capital Preservation, Real Estate Roadmap activities, and Information Technology Capital, **$57.9 million** for Redevelopment, and **$8.5 million** for principal payments, reserves, fleet replacement, and contingencies.

The **Operating Budget**, which funds Program Operations and Administrative expenses, Housing Assistance Payments, and Grant Support, totals **$379.1 million**, accounting for 78.2 percent of the total Proposed Budget. This represents a 2.7 percent increase over the 2026 Adopted Budget, largely reflecting higher costs in core operating programs. Additional details on the Operating Budget are provided in the Summary of Uses section.

The 2027 **Capital and Non-Routine Program** is proposed at **$97.0 million**, or 20.0 percent of the total budget. This amount includes Capital preservation, Real Estate Roadmap activities, Information Technology Capital, and Redevelopment. These activities are discussed more fully in the Capital and Non-Routine Program section. The Capital budget was reduced in 2026 in order to close the projected budget deficit resulting from lower anticipated federal funding from HUD. This reduction in federal funding did not materialize in 2026 and SHA is not anticipating a significant reduction in 2027. As a result, the 2027 Capital Budget brings funding for Capital projects back up to a level that supports necessary new and ongoing capital work.

The Proposed Budget also allocates **$8.5 million**, or 1.8 percent of the total budget, for principal payments, locally funded properties reserves, and unplanned contingencies.

Staffing in 2027 is projected at **833.1 Permanent operating full-time equivalents (FTEs)** across operating and capital programs, an increase of 34.6 Permanent operating FTEs compared to the 2026 Adopted Budget. Additionally, there are **83.0 Term-Limited FTEs**, including a combination of operating term-limited positions and legacy Opportunity Initiative FTEs. Detailed staffing information is available in the Term-Limited Projects and Related Staffing section as well as the SHA Department Full-Time Equivalent section.

[1] Program Operations and Administrative Expenses include all operating labor expenses, general administrative & operating expenses, office equipment, tenant services, building maintenance, professional and service contracts, and utilities.

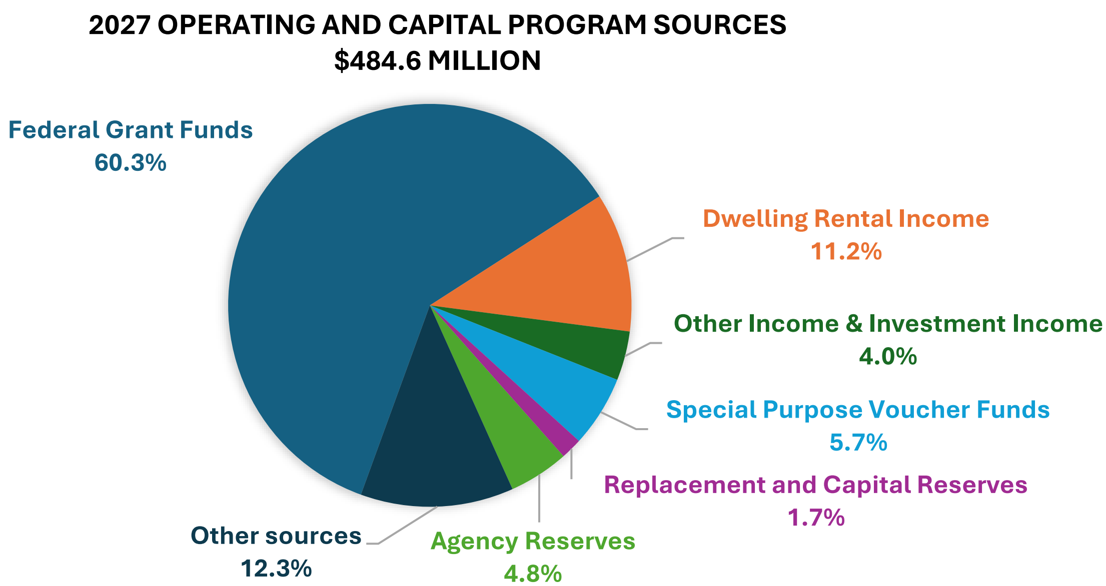
Sources of Funds

The 2027 Proposed Budget anticipates total funding of **$484.6 million** from a variety of sources, representing a 12.0 percent increase over the 2026 Adopted Budget. This growth is largely driven by an increase in federal funding, increase in redevelopment financing sources (Other sources[2]), and the inclusion of Agency Reserve funding sources. Agency Reserve funding includes $20.2 million carried forward from 2026, and repurposed Opportunity Initiative funds reviewed in the 2026 budget process and made available for other agency uses totaling $3.0 million.

Federal Appropriations in 2026 for SHA three primary grant programs from HUD exceeded 2026 Budget levels by $9.3 million, Special Purpose Voucher appropriations exceeded 2026 Budget levels by $3.7 million, and expenditures are projected to be lower than budget by $7.2 million primarily due to lower HAP expenditures and cost, with the remaining coming from smaller operational savings. These combine to provide the $20.2 million carried forward from 2026, as discussed above. The chart and table below summarize SHA's funding sources.

The Housing and Urban Development (HUD) Federal Grant category remains SHA's largest source of funding at **$292.4 million**, or 60.3 percent of all sources. Dwelling rental income is projected at **$54.2 million**, accounting for 11.2 percent, while Other sources contribute **$59.5 million**, or 12.3 percent. Additional revenues include **$27.8 million** from Special Purpose Voucher operating subsidies, making up 5.7 percent of total funding, **$8.3 million** from Replacement and Capital. Reserves, representing 1.7 percent, **$19.2 million** from Other Income and Investment Income, representing 4.0 percent, and **$23.3 million** in Agency Reserves, representing 4.8 percent.

Figure 1: 2027 Operating and Capital Program Sources



[2] Other sources primarily consist of project financing sources from Limited Partnership capital contributions, local funding sources, and construction loans to fund new construction and rehabilitation projects.

Table 1: 2027 Proposed Budget Funding Sources

Projected Sources	2026 Adopted	2027 Proposed	2026/2027 % Change
Federal Grant Funds	283,600,000	292,433,100	3.1%
Dwelling Rental Income	52,639,000	54,163,600	2.9%
Other Income & Investment Income	20,082,000	19,152,700	(4.6)%
Special Purpose Voucher Funds	31,494,000	27,757,200	(11.9)%
Other sources	44,895,000	59,491,800	32.5%
Replacement and Capital Reserves	-	8,311,600	-
Agency Reserves	-	23,308,400	-
TOTAL PROJECTED SOURCES	**$432,710,000**	**$484,618,300**	**12.0%**

USES OF FUNDS

The 2027 Proposed Budget projects **$484.6 million** in operating, capital, and other spending, representing a 12.0 percent increase from the 2026 Adopted Budget – the same increase as in SHA's sources of funds. Highlights of major expense categories are summarized in the Summary of Uses section below.

The chart below displays SHA's uses of funds by major expense category. Housing Assistance Payments (HAPs) make up the largest uses of funds at **$205.3 million**, or 42.4 percent of total expenses. Program Operations and Administrative Expenses (including the budgets for Low Income Public Housing, the Seattle Senior Housing Program, Local Housing Rental Assistance Administration, SHA facilities, administrative overheads and other operating and service grant programs) total **$172.2 million**, or 35.5 percent of total expenses. Funding for Capital & Non-Routine Expenses (including Redevelopment), Grant-Funded Expenses, and other uses combined constitute 22.1 percent of all SHA expenses, totaling **$107.1 million**.

Figure 2: 2027 Operating and Capital Program Uses

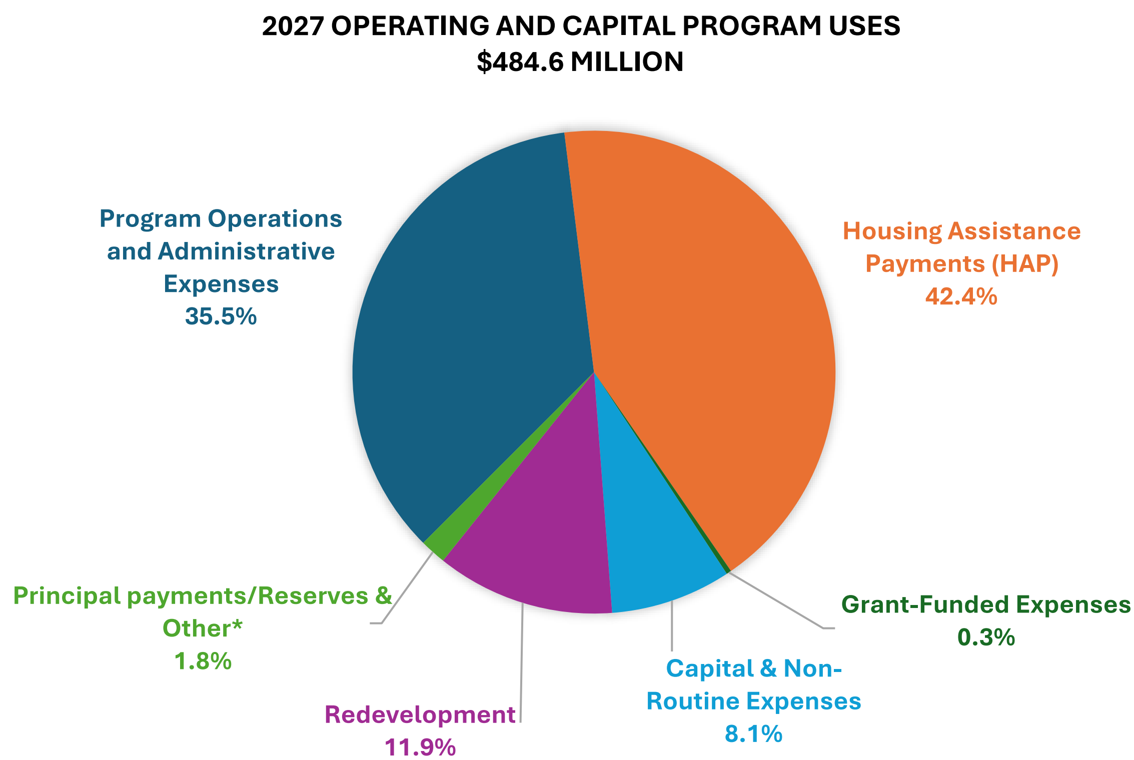


Table 2: 2027 Proposed Budget Operating and Capital Uses

Projected Sources	2026 Adopted	2027 Proposed	2026/2027 % Change
Program Operations and Administrative Expenses	161,010,000	172,229,100	7.0%
Housing Assistance Payments (HAP)	206,944,000	205,300,500	(0.8)%
Grant-Funded Expenses	1,339,000	1,606,800	20.0%
Capital, IT Capital, and Real Estate Roadmap Expenses	8,045,000	39,108,300	386.1%
Redevelopment	44,895,000	57,885,000	28.9%
Principal payments/Reserves & Other[3]	10,477,000	8,488,500	(19.0)%
TOTAL PROJECTED SOURCES	**$432,710,000**	**$484,618,300**	**12.0%**

[3] Others include Fleet replacement and contingencies.

Summary of Uses

Program Operations and Administrative Expenses

SHA's Program Operations and Administrative expenses include all operating labor expenses, general administrative costs, operating expenses, office equipment, tenant services, building maintenance, professional and service contracts, and utilities. In 2027, these expenses are proposed to increase by $11.2 million or 7.0 percent over the 2026 Adopted Budget. This increase primarily results from inflationary adjustments and additional staffing capacity, particularly for Asset Management and Housing Operations departments.

The increase in staffing capacity in these departments also reflects the conversion of some positions previously funded through the Opportunity Investment (OI) to permanent positions in the 2027 proposed budget. The transition provides a more sustainable funding structure and supports continuity of increased needs for essential maintenance and resident support services.

Housing Assistance Payments

The proposed 2027 Housing Assistance Payments (HAPs) budget is $205.3 million and encompasses two major components: Moving to Work Voucher (MTW) HAPs, at $177.3 million, and Special Purpose Voucher (SPV) HAPs, at $28.0 million. Within the proposed 2027 SPV HAPs budget there are several SPV programs: Veterans Affairs Supportive Housing at $9.5 million, Family Unification Program at $7.4 million, Mainstream at $5.0 million, Rental Assistance Demonstration at $5.5 million, and Moderate Rehabilitation at $687,400. The 2027 forecast does not include additional Special Purpose Vouchers applied for in 2027 or any allocation of new MTW HCV vouchers authorized by HUD in 2027.

In 2027, SHA will have 10,778 authorized MTW vouchers, 1,845 authorized Special Purpose vouchers, and 85 Moderate Rehabilitation Vouchers. The proposed 2027 HAP budget anticipates MTW full-year utilization to increase over the year to 10,608 vouchers, or 98.4 percent, which includes the addition of 450 former Emergency Housing Vouchers (EHV) into the MTW program beginning in September 2026 and continuing into 2027. SPV's anticipated full-year utilization (excluding Moderate Rehabilitation) is 1,649 vouchers, or 89.4 percent. Moderate Rehabilitation Voucher utilization is anticipated at 77.0, or 90 percent. Combined, 2027 MTW and SPV utilization is anticipated to be 96.0 percent.

The proposed 2027 $205.3 million HAP budget reflects a $1.6 million decrease from the 2026 Adopted Budget of $206.9 million due to decrease in SPV HAP. Although the MTW HAP budget increased by $5.5 million, from $171.8 million in 2026 to $177.3 million proposed in 2027, the SPV HAP Budget (including Mod Rehab) decreased by $7.1 million, from $35.1 million in 2026 to $28.0 million in 2027. This decrease is a net result of EHV costs moving to MTW for the full year of 2027.

Capital and Non-Routine Program

SHA's Capital and Non-Routine Program encompasses **Capital Projects**, which support asset preservation, the **Real Estate Roadmap**, a plan to increase SHA's housing stock in the long-term, **Redevelopment,** and **Information Technology (IT) Capital Projects**.

The proposed 2027 **Capital Projects** budget is much higher than the 2026 Adopted Budget. This budget includes **$36.5 million** for new capital projects at SHA properties, a significant increase from the $8.0 million budgeted in 2026. The Capital budget was significantly lower in 2026 than in prior years in order to close the projected budget deficit resulting from lower anticipated federal funding from HUD. This reduction in federal funding did not materialize in 2026 and SHA is not anticipating a significant reduction in 2027. As a result, the 2027 Capital Budget brings funding for Capital Projects back up to a level that supports necessary new and ongoing capital work. In addition, **$1.6 million** is proposed to cover planning and staffing costs for the **Real Estate Roadmap** in 2027, including for analysis work and resident engagement consultation. The Real Estate Roadmap is the new planning tool created to formalize SHA's real estate development and rehabilitation planning process and integrate it with the agency's budgeting processes.

Redevelopment Projects are proposed to increase by 28.9 percent in 2027, from $44.9 million in the 2026 Adopted Budget to **$57.9 million** in 2027. This increase reflects the continuation and escalation of construction at Jackson Park Village, funding for the affordable housing development in the University District through Bellwether, boiler replacement and electrification at High Point, and the continuation of pre-development at Northgate.

Finally, **$1 million** is proposed for **IT Capital Projects** in 2027. IT Capital Projects are projects designed to invest in and support IT assets and can include major repairs or upgrades to physical IT infrastructure, expansions of IT systems, innovation and development of IT tools, or the purchase and implementation of new devices or software.

For more details on these expenses, please see the 2027 Capital and Non-Routine Program section.

2027 Budget Survey

The Budget Office conducts an annual Budget Survey to gather tenant feedback on budget priorities and experiences. The survey provides an opportunity for residents and voucher-holders to identify the programs, services, and investments they believe are most important to their households, communities, and SHA as a whole. The Budget Office continues to work on improving the annual budget survey process, including outreach, communication, and the accessibility of the survey.

The 2027 Budget Survey was open from April 1, 2026, to May 10, 2026, and received a total of **695 responses**, which included 43 percent SHA residents or SHA residents with vouchers, 39 percent voucher-holders only, and 18 percent other members of the public, including applicants.

From the data collected in the 2027 Budget Survey, the following **tenant priorities** were identified:

- Increasing routine maintenance and janitorial work
- Enhancing security systems and safety features
- Improving quality of life for seniors and people with disabilities
- Strengthening communication, responsiveness, and transparency with residents
- Connecting voucher-holders with additional financial supports
- Helping voucher-holders understand how to maintain voucher or residence

These priorities have remained consistent over the past two years, with an increase in responses related to agency communication and transparency.

Survey results were shared with Departments as they drafted their budget requests. They were also considered by the Budget Office as it finalized recommendations for budget additions. The following are some examples of the larger areas of investment that reflect the survey results in the 2027 Proposed Budget:

- 14.0 FTEs converted from term-limited to permanent in order to support routine maintenance work. The term-limited positions were previously held in an Opportunity Investment (OI) to address maintenance backlogs.
- 12.0 FTE converted from term-limited (in the Rightsizing OI) to permanent in order to support maintenance work for vacant units.
- 31.0 term-limited FTE added to the Construction Operations team to support and accelerate rehabilitation of units.
- $2.8 million in security budget to cover a new security contract with the Seattle Police Department, a new Security Manager position, and increased private security costs. The proposed Seattle Police Department contract is expected to include two officers who will provide coverage at Rainer Vista, New Holly, Yesler Terrace, Jefferson Terrace, Denny Terrace, Bell Tower, and Ross Manor. Through discussions with the City of Seattle there is also the possibility of expanding to four officers, which has been accounted for in the 2027 Proposed Budget. The contract is still being negotiated and subject to change and approval.
- $4.4 million planned for elevator modernization at multiple SHA properties to reduce outages and improve accessibility.

Department Budgets

The table below shows the proposed 2027 operating expenditures for all departments, including projected Housing Assistance Payments (HAPs) and internal agency fees.

SHA Department Operating Budget Comparisons of 2025-2027

Table 3: 2027 Department Operating Budgets

Departments and/or Divisions Expenditures	CY 2025 Actuals (000)	CY 2026 Adopted (000)	CY 2027 Proposed (000)	CY 2026 to CY 2027 % Change
Executive	4,815	5,283	5,759	9.0%
Policy and Strategic Initiatives	1,167	1,479	1,506	1.8%
Finance and Administrative	19,229	19,197	19,681	2.5%
Asset Management and Development Subtotal	**15,644**	**16,753**	**18,559**	**10.8%**
Asset Management and Development Operating[4]	6,057	6,650	7,839	17.9%
AM Commercial Facilities & Campus of Learners	2,428	2,084	2,216	6.3%
101 Elliot	1,379	1,341	1,392	3.8%
Solid Waste and Fleet	5,780	6,678	7,113	6.5%
Housing Operations Subtotal	**131,597**	**133,207**	**145,159**	**9.0%**
Housing Ops Admin & Admissions	5,865	6,142	10,148	65.2%
LIPH, Scattered Sites & LIPH Admin	33,973	31,714	32,891	3.7%
Yesler, Baldwin, and Ritz	348	378	381	0.8%
Seattle Senior Housing Program	9,010	9,561	9,888	3.4%
Special Portfolio	12,293	13,108	13,818	5.4%
Housing Maintenance Services Operations	37,170	37,810	39,087	3.4%
Housing Maintenance Services Facilities	452	364	377	3.6%
Community Services	10,767	12,800	14,209	11.0%
JobLink	3,767	3,926	3,970	1.1%
IPM, NH II & III, RV, HPN, Parks	17,953	17,405	20,390	17.2%
Information Technology	8,080	9,721	11,220	15.4%
Human Resources	4,551	5,602	6,116	9.2%
Housing Choice Vouchers	17,077	19,833	18,461	(6.9)%
DIRECT OPERATING	**202,158**	**211,074**	**226,460**	**7.3%**
Plus Housing Assistance Payments (HAP)	193,405	206,944	205,301	(0.8)%
Less Internal Agency Fees	(47,314)	(50,404)	(54,557)	8.2%
TOTAL OPERATIONS	**348,249**	**367,614**	**377,203**	**2.6%**

The proposed 2027 total operating expenditures are $377.2 million, representing an overall increase of 2.6 percent from the 2026 Adopted Budget. All department budgets include inflationary adjustments, and some include additional budget adds. For the 2027 Proposed Budget, SHA is assuming a baseline 4.3 percent inflationary increase, given current inflation trends. This is

[4] *Asset Management Operating and Development Operating budgets are now combined*

comprised of standard inflationary increases to department operating budgets as well as adjustments to agency contingencies. While the current Consumer Price Index remains volatile, SHA believes this projection in combination with conservative budget estimates can absorb some volatility in costs.

Direct operating expenditures, before adding HAPs or removing internal agency fees, increased by 7.3 percent from 2026. HAPs decreased by 0.8 percent from 2026. Notable changes in the 2027 Proposed Budget are explained in the department sections following this table. As a note, these numbers do not include grant-funded expenditures.

SHA Department Full-Time Equivalent (FTE) from 2026 to 2027

A comparison of permanent operating full-time equivalent (FTE) positions in 2026 and 2027 is presented in the table below by department. Please note that this table does not include any term-limited FTE (either operating or Opportunity Initiative); those numbers can be found in Table 3 in the section above labeled Term-Limited Projects and Related Staffing, as well as broken out within individual department and division sections. This table also does not include intern positions, temporary part-time or partial-year employees who do not receive benefits.

The change in the right-hand column represents position additions, reductions, and/or transfers from the 2026 Adopted Budget to the 2027 Proposed Budget. Please see department sections that follow for more specific information on staffing changes.

Table 4: 2027 Department Permanent Operating FTEs[5]

Permanent Operating FTEs	2026 Adopted	2027 Proposed	Change from 26 Adopted to 27 Proposed
Executive	20.5	21.5	1.0
Policy & Strategic Initiatives	5.5	5.5	0.0
Finance & Administration	59.0	61.0	2.0
Asset Management & Development*	103.4	112.6	9.2
Housing Operations*	462.0	480.0	18.0
Information Technology	32.6	35.0	2.4
Human Resources	22.0	24.0	2.0
Housing Choice Vouchers	93.5	93.5	0.0
TOTAL PERMANENT OPERATING FTE	**798.5[6]**	**833.1**	**34.6**

*Asset Management & Development and Housing Operations both encompass several divisions within their departments. Please see the department section for details.

[5] *Term-limited operating FTEs and Opportunity Initiative FTEs are shown in Table 5.*

[6] *The Housing Operations 2026 Permanent FTE includes 7.0 Housing Maintenance Services Capital FTEs, which have been included in the total term-limited FTEs in 2027. These are shown in the 2027 Proposed column of Table 5 instead of this table.*

Proposed permanent operating FTE positions increased from 798.5 in the 2026 Adopted Budget to 833.1 in 2027, an increase of 34.6 FTEs, reflecting SHA's strategic plan to enhance housing quality, sustain resident support service levels, and strengthen long-term operational capacity.

Notable 2027 proposed staffing changes include: 14.0 FTEs HMS staff converted to permanent from the Deferred Maintenance Opportunity Initiative (OI); 7.0 FTEs converted to permanent FTEs to absorb the Education and Youth Development OI staff and continue youth services; 1.0 FTE added for a Security Manager in Housing Operations to coordinate security services and assess long-term security needs across properties; and 2.0 FTEs in Human Resources and 2.0 FTEs in Information Technology (IT) to improve support for SHA staff. These increases are partially offset by shifting 7.0 routine capital FTEs to term limited due to the nature of the projects these FTEs support. Please refer to individual department sections for more information.

Term-Limited Projects and Related Staffing

The agency has approved term-limited projects that address a time-limited need and/or emerging issue. These funds are intended to 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 has used term-limited funds for pilot or demonstration programs. One of the ways the agency has funded term-limited projects is through Opportunity Initiative (OI) projects. The costs and FTEs associated with OIs fall within this term-limited project scope. The 2027 Budget does not include any additional FTE or funding for OIs as the agency is moving towards consolidating all term-limited work into the department's budgets.

The chart below shows term-limited staffing changes from 2026 to 2027, including both the remaining **Opportunity Initiative FTEs** as well as any other **term-limited operating FTEs** associated with finite projects. Please note that this table does not include any permanent operating FTEs; those numbers can be found in Table 4 in Department Budgets section, as well as broken out in individual department and division sections.

Table 5: 2027 Term-Limited FTEs

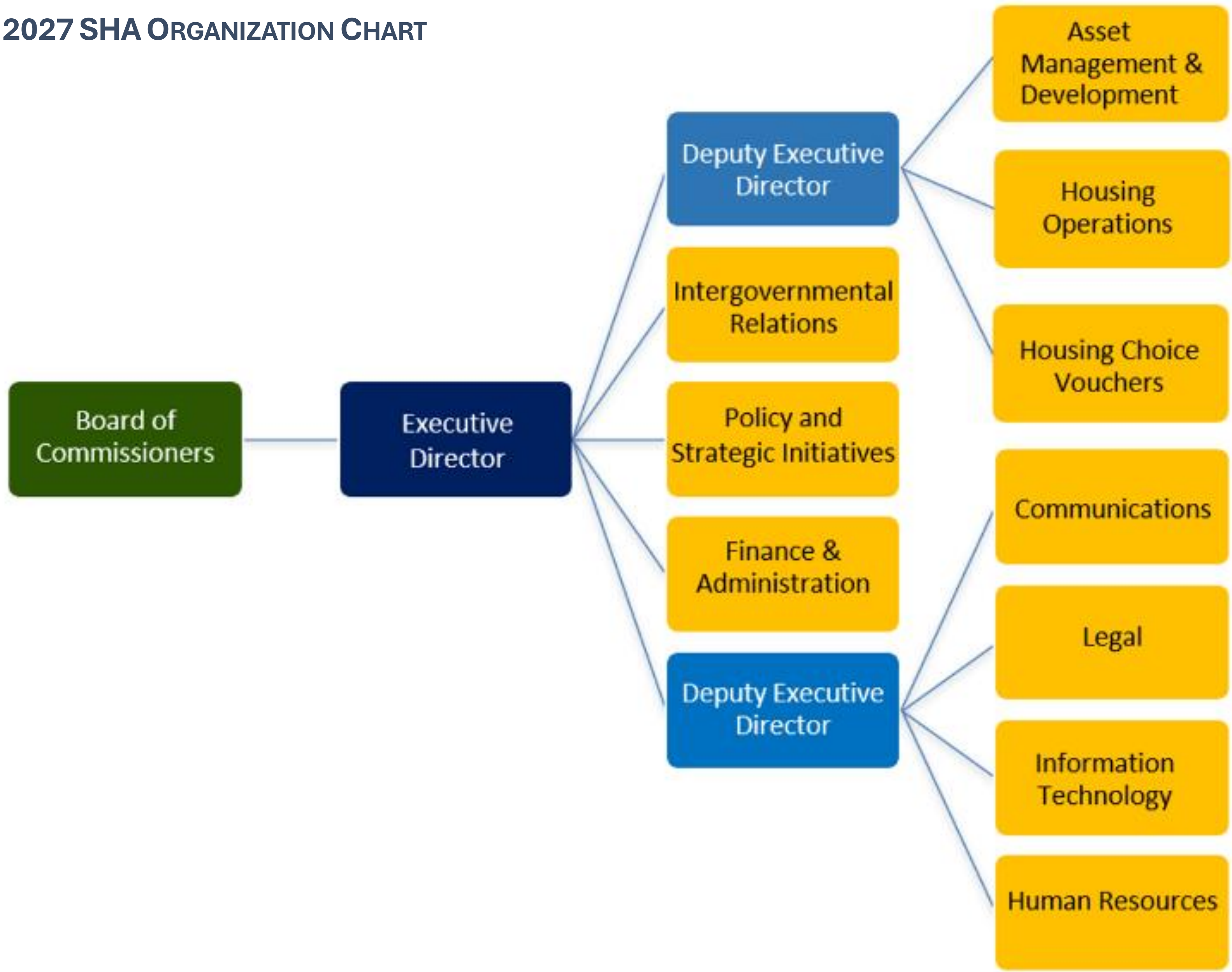
Term-Limited FTEs	2026 Adopted	2027 Proposed	Change from 26 Adopted to 27 Proposed
Policy & Strategic Initiatives	6.0	6.0	0.0
Human Resources	5.0	6.0	1.0
Information Technology	0.0	1.0	1.0
Asset Management & Development	6.0	32.0	26.0
Finance & Administration	2.0	2.0	0.0
Housing Operations[7]	48.0	36.0	(12.0)
TOTAL TERM-LIMTED FTEs	**67.0**	**83.0**	**16.0**

[7] *The Housing Operations Term-Limited FTE includes 7.0 Housing Maintenance Services Capital FTE in 2027, which have been included in the total operating FTE in prior budget years.*

The following Opportunity Initiative (OI) corresponding FTEs are moving into the Operating Budget in 2027: Youth Education OI (6.0 FTEs), the Deferred Maintenance OI (14.0 FTEs), the Rightsizing OI (12.0 FTEs), the Repositioning OI (2.0 FTEs), and the Housing Quality OI (3.0 FTEs). These FTEs are reduced from the term-limited FTE table above and are now reflected in the Permanent Operating FTE table.

In total, the agency OI FTE decreased by 41.0 FTEs, with 37.0 FTEs transitioning from term-limited into the Permanent Operating FTE count. Overall, SHA's term-limited FTE count increased by 16.0 FTEs, with the main increase shown in Asset Management and Development primarily to support capital projects (please refer to the department section for more details).

2027 SHA Organization Chart



Executive Budget

Executive Department Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
Admin Salaries & Temp Help	4,304,200	4,387,300	4,597,200	4.8%
General & Admin Expense	287,200	610,800	676,300	10.7%
Tenant Services	2,200	2,500	2,600	4.0%
Maintenance & Contracts	221,100	282,300	482,600	71.0%
Utilities	-	-	-	0.0%
TOTAL OPERATING	**$4,814,600**	**$5,282,900**	**$5,758,600**	**9.0%**
Salaries & Benefits in Grants, Capital, and Limited Partnerships	-	-	-	0.0%
TOTAL	**$4,814,600**	**$5,282,900**	**$5,758,600**	**9.0%**

Table 6: Executive Department Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Total Permanent Operating FTEs	**20.5**	**21.5**

The proposed 2027 operating budget for the Executive Department is $5.8 million, an increase of 9.0 percent from 2026, primarily driven by the addition of 1.0 FTE Paralegal to support the agency's ability to remain in compliance with local and federal regulations; this brings Executive's 2027 FTE count to 21.5. Executive also has an increase in its Contracts budget to support communications contracts, including web design, photography, and graphic design.

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 support, 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 agency priorities.

- The **Communications Office** works to ensure Seattle Housing Authority's tenants, partners, constituents, stakeholders, commissioners, and employees are well-informed, and have opportunities to participate in the agency's activities, strategies, and policies.
- The **Intergovernmental Relations Office** manages 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** provides legal analyses and advice on all matters related to SHA's programs and initiatives, including compliance with federal laws and regulations.

OFFICE OF POLICY AND STRATEGIC INITIATIVES (OPSI) BUDGET

Policy and Strategic Initiatives Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
Admin Salaries & Temp Help	1,016,700	1,091,200	1,094,000	0.3%
General & Admin Expense	128,000	183,500	206,500	12.5%
Tenant Services	22,200	39,000	40,500	3.8%
Maintenance & Contracts	-	164,800	164,800	0.0%
Utilities	-	-	-	0.0%
TOTAL OPERATING	**$1,166,900**	**$1,478,700**	**$1,505,800**	**1.8%**
Salaries & Benefits in Grants, Capital, and Limited Partnerships	-	-	-	0.0%
TOTAL	**$1,166,900**	**$1,478,700**	**$1,505,800**	**1.8%**

Table 7: OPSI Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Permanent Operating FTEs	5.5	5.5
Opportunity Initiative FTEs	6.0	6.0
Total FTEs	11.5	11.5

The proposed 2027 operating budget for the Office of Policy and Strategic Initiatives (OPSI) is $1.5 million, an increase of 1.8 percent over 2026, reflecting standard inflationary adjustments. OPSI's permanent operating staffing level will remain at 5.5 FTE in 2027.

For more information on the Opportunity Initiative FTEs for the Department, please refer to the Term-Limited Projects and Related Staffing section of the Budget Book.

Department Purpose and Function

OPSI's core programmatic work includes the following: 1) Safeguarding and advancing federal housing policies and regulations; 2) Supporting SHA's role as a leader within the national MTW program and the housing authority industry; 3) Empowering strategic decision-making by gathering, analyzing, and sharing information (including the voices of those most impacted); 4) Developing frameworks and implementation strategies to promote housing access; and 5) Managing data analytics for agency-wide reporting and data-sharing agreements.

In 2026, OPSI is also supporting the Legislative Response Team, which is tasked with responding to numerous and fast-moving proposed federal policy changes, and collaborating on a two-year project to implement a new cloud-based Human Resources Information System (HRIS) called Dayforce.

FINANCE AND ADMINISTRATION BUDGET

Finance and Administrative Services Dept Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
Admin Salaries & Temp Help	8,116,800	8,550,400	9,045,200	5.8%
General & Admin. Expense	10,824,600	10,212,500	10,024,400	(1.8)%
Tenant Services	2,400	-	-	0.0%
Maintenance & Contracts	284,800	433,900	611,400	40.9%
Utilities	-	-	-	0.0%
TOTAL OPERATING	**$19,228,600**	**$19,196,800**	**$19,681,000**	**2.5%**
Salaries & Benefits in Grants, Capital, and Limited Partnerships	292,500	759,700	775,200	2.0%
TOTAL	**$19,521,100**	**$19,956,500**	**$20,456,200**	**2.5%**

Table 8: Finance and Administration Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Adopted
Permanent Operating FTEs	59.0	61.0
Opportunity Initiative FTEs	2.0	2.0
Total FTEs	**61.0**	**63.0**

The proposed 2027 operating budget for the Finance and Administration (F&A) Department is $19.7 million, reflecting a 2.5 percent increase from 2026. The proposed 2027 budget includes standard inflationary adjustments. Additionally, F&A's Contracts Budget increased by $177,500, or 40.9 percent, in order to procure a contract to support Limited Partnership insurance brokerage as well as a consultant to support additional Local Asset Management Plan (LAMP) work and research. These increases are partially offset by lower interest expenses in 2027, following SHA's pay off of the Northgate bond in 2026.

F&A's proposed 2027 operating budget includes the addition of 2.0 FTEs: an Accounting Technician III and a Training & Development Coordinator. The Accounting Technician III would support Accounts Payable and help reduce invoice processing time, which is one of the primary requests from venders including the women and minority owned (WMBE) businesses that work with SHA. The Training and Development Coordinator would be in the central services team and would support agency-wide training for procurement, invoices processing, and other finance functions. This position will strengthen F&A's ability to support the agency's Strategic Plan Core Priority of improving internal communications, as this is one of the areas most requested by internal customers. The F&A department's total permanent operating FTE count for 2027 is 61.0. For more information on the Opportunity Initiative FTEs for the Department, please refer to the Term-Limited Projects and Related Staffing section of the Budget Book.

Department Purpose and Function

The Finance and Administration Department ensures SHA's financial health and operational efficiency. Its core functions are to strengthen the agency's financial resilience and manage assets and operations cost-effectively. Key responsibilities include:

- Financial Management: Oversees accounting, payroll, banking, treasury, and financial reporting compliance.
- Financial Accountability: Coordinates audit and ensures compliance with bond obligations and regulations.
- Budgeting: Manages annual and multi-year operating and capital budget development.
- Risk Management: Manages insurance and claims; assesses risks and recommends mitigation strategies.
- Procurement & Contracting: Purchasing and administering contracts for goods, services, and construction; ensuring competitive procurement practices and compliance with federal, state, and local laws and regulations.
- Central Operations Services: Supports the Chief Financial Officer (CFO) and F&A divisions with onboarding, training, data analysis, reporting, project management and process improvements.

ASSET MANAGEMENT AND DEVELOPMENT – CONSOLIDATED BUDGET

The Asset Management and Development Consolidated Budget section provides an overview of the combined budgets and FTE counts for all divisions within the Asset Management and Development Department. Please see individual division sections for more details on specific budget and FTE changes.

Asset Mgmt and Development Consolidated Expenditures	**2025 Actual**	**2026 Adopted**	**2027 Proposed**	**2026/2027 % Change**
Admin Salaries & Temp Help	6,478,600	6,819,400	7,788,700	14.2%
General and Admin. Expense	2,702,600	2,904,000	3,219,200	10.9%
Tenant Services	-	4,300	4,400	2.3%
Maintenance & Contracts	4,582,500	5,025,900	5,752,800	14.5%
Utilities	2,276,400	1,999,300	2,137,900	6.9%
TOTAL OPERATING	**$16,040,100**	**$16,752,900**	**$18,903,000**	**12.8%**
Salaries & Benefits in Grants, Capital, and Limited Partnerships	2,895,200	2,914,900	3,985,000	36.7%
TOTAL	**$18,935,300**	**$19,667,800**	**$22,888,000**	**16.4%**

*Salaries & Benefits in Grants, Capital, and Limited Partnership for the 2027 Proposed Budget includes Development Capital labor and labor associated with the Seattle Transit Pass Program grant, which were not included in the 2026 Adopted Budget.

Table 9: Asset Management and Development Consolidated Budget and FTEs

Full-time Equivalent Positions	**2026 Adopted**	**2027 Proposed**
Permanent Operating FTEs	103.4	112.6
Term-Limited Operating FTEs	0.0	31.0
Opportunity Initiative FTEs	6.0	1.0
Total Consolidated FTEs	**109.4**	**144.6**

The proposed 2027 operating budget for Asset Management and Development (AMD) is $18.9 million, reflecting an increase of 12.8 percent over 2026. This growth in operating budget is primarily driven by increased maintenance and contract work and labor expenses across the divisions. The total department FTEs increased by 35.2 FTEs from 109.2 FTEs in 2026 to 144.6 FTEs in 2027. The majority of the changes come from the addition of 31.0 term-limited FTEs to the Construction Operations Teams to accelerate rehabilitation of units in the garden communities and scattered sites. More detailed information on these changes in budget and FTE counts can be found in the AMD division sections below.

Department Purpose and Function

The Asset Management and Development (AMD) Department plays a central role in building, preserving, improving, and supporting high-quality, affordable housing across Seattle. The department serves SHA residents, commercial tenants, partner agencies, homeowners in SHA's mixed-income communities, and internal SHA staff. AMD's work ensures that SHA's real estate portfolio remains safe, sustainable, financially viable, and aligned with the agency's long-term strategic goals. In 2027, the department remains focused on addressing the agency's deferred capital needs and implementing the Real Estate Roadmap. For more information on the Roadmap, see the Capital and Non-Routine Program section.

Asset Management and Development Operations

Asset Mgmt and Development Operations Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
TOTAL OPERATING	**$6,056,700**	**$6,650,200**	**$7,838,500**	**17.9%**

Table 10: Asset Management and Development Operations Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Permanent Operating FTEs (Asset Management Operations)	30.4	33.6
Permanent Operating FTEs (Development Operations)	12.6	14.6
Permanent Operating FTEs (Inspections)	3.0	3.0
Permanent Operating FTEs (Construction Operations)	25.0	25.0
Term-Limited Operating FTEs (Construction Operations)	0.0	31.0
Opportunity Initiative FTEs	6.0	1.0
Total FTEs	**77.0**	**108.2**

The proposed 2027 operating budget for the Asset Management and Development Operations Division (AMD Operations) is $7.8 million, a 17.9 percent increase over the 2026 budget. This increase includes standard inflationary adjustments as well as additional funding for staffing adds and conversions, maintenance supports, and utilities. AMD Operations' budget includes proposed additional Maintenance and Contracts funds of $257,300 to support maintenance work and increased utilities costs at Verse apartment building. Additionally, AMD Operations' Administrative labor budget increased by $468,600 to support increased staffing. Please see FTE details below for additional information.

AMD Operations' total FTE count in 2027 is 108.2, of which 32.0 are Term-Limited Operating and Opportunity Initiative (OI) FTEs, representing a 31.2 FTE increase. The proposed staffing changes are as follows;

- 3.0 FTEs were converted from term-limited in the Housing Quality OI to permanent operating in order to ensure unit inspections and HUD compliance can be maintained.
- 2.0 FTEs were converted from term-limited FTEs in the Public Housing Repositioning OI to permanent operating FTEs as these positions oversee the organization's Real Estate Roadmap initiative.

- 1.0 part-time permanent Construction Project Management FTE, which supports emergency response activities, was converted to full-time.
- 31.0 term-limited FTEs were added to the Construction Operations Teams to accelerate rehabilitation of units in the garden communities and scattered sites. These positions are term-limited through yearend 2029 and are funded by the Capital projects. Please refer to the Capital and Non-Routine Program section for more information.

For more information on the Opportunity Initiative and Term-limited FTEs in this Department, please refer to the Term-Limited Projects and Related Staffing section of the Budget Book.

About Asset Management and Development Operations

Asset Management and Development Operations (AMD Operations) includes four groups: Asset Management Operations, Development Operations, Construction Operations, and Inspections. These groups work to integrate contracting, planning, capital needs, sustainability efforts, new construction and redevelopment, data analytics, project management, and resident engagement. By doing so, AMD Operations strives to support and expand the supply of safe, high-quality, and affordable housing, as well as cultivate healthier and environmentally responsible communities.

Asset Management Commercial Facilities

Asset Management Commercial Facilities Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
TOTAL OPERATING	**$2,428,300**	**$2,083,800**	**$2,216,100**	**6.3%**

Table 11: Asset Management Commercial Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Total Permanent Operating FTEs	**9.5**	**9.5**

The proposed 2027 operating budget for Asset Management Commercial Facilities (AM Commercial) is $2.2 million, an increase of 6.3 percent from the 2026 Adopted Budget. This increase reflects standard inflation adjustments and additional funds for increased costs related to utilities and maintenance of commercial units. AM Commercial will continue to have 9.5 FTE in 2027.

About Asset Management Commercial Facilities

AM Commercial manages more than 60 commercial leases and 21 antenna leases across all SHA portfolios, including commercial units at the Campus of Learners and SHA's Central Office. Occupants of SHA's Commercial spaces include service providers, private businesses, SHA staff, and emergency housing agencies. AM Commercial'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, and to build capital reserves.

SHA Central Office – 101 Elliot

SHA Central Office – 101 Elliot Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
TOTAL OPERATING	**$1,378,600**	**$1,340,600**	**$1,391,600**	**3.8%**

Table 12: Central Office – 101 Elliot Budget

The 2027 proposed operating budget for SHA Central Office (CO) is $1.4M, or 3.8 percent more than the 2026 Adopted Budget. This increase reflects standard inflation adjustments. To respond to maintenance needs in a timely manner, the CO is still utilizing their professional services budget to fund 2.0 dedicated Maintenance Mechanics (included within AM Commercial's FTE count). The CO division does not have any staffing.

About Central Office

The Central Office, located in the lower Queen Anne neighborhood, currently houses SHA's executive, administrative, voucher assistance, and many property management services staff. Asset Management staff manages and administers the office spaces at SHA's Central Office.

Solid Waste & Fleet

Solid Waste & Fleet Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
Solid Waste	4,463,900	4,731,300	4,804,900	1.6%
Fleet	1,497,300	1,849,400	2,051,600	10.9%
South Operations Facility	214,200	97,700	256,300	162.3%
TOTAL OPERATING	**$5,780,000**	**$6,678,400**	**$7,112,800**	**6.5%**

Table 13: Solid Waste & Fleet Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Total Permanent Operating FTEs	**23.0**	**27.0**

The proposed 2027 operating budget for the Solid Waste and Fleet division is $7.1 million, a 6.5 percent increase from 2026. This increase reflects standard inflation adjustments and additional funding for staffing.

In 2027, staffing levels for Solid Waste and Fleet increased by 4.0 FTEs compared to 2026, bringing the total to 27.0 FTEs. 1.0 FTE Vehicle Deisel Mechanic is being proposed to provide additional in-house vehicle maintenance support, and 3.0 FTE are proposed and will only be filled if SHA receives grant funding for reimbursement from the Seattle Department of Transportation (SDOT) for the SHA

Transit Pass Program. Please see the Grant Program section of the Budget Book for more details about the SDOT-related FTE.

About Solid Waste & Fleet

The Solid Waste division is responsible for managing waste collections and billing, as well as ensuring the environmental health of SHA and King County Housing Authority (KCHA) communities. The Fleet division manages vehicle replacement purchases and delivery, vehicle usage analyses and recommendations, vehicle maintenance and repair, and the onboarding of staff to vehicle-related programs.

INFORMATION TECHNOLOGY BUDGET

Information Technology Department Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
Admin Salaries & Temp Help	5,447,100	6,087,500	6,556,100	7.7%
General & Admin. Expense	2,469,700	3,309,000	4,260,300	28.7%
Tenant Services	-	-	-	0.0%
Maintenance & Contracts	163,300	324,600	403,600	24.3%
Utilities	-	-	-	0.0%
TOTAL OPERATING	**$8,080,100**	**$9,721,100**	**$11,220,000**	**15.4%**
Salaries & Benefits in Grants, Capital, and Ltd Partnerships	-	-	-	0.0%
TOTAL	**$8,080,100**	**$9,721,100**	**$11,220,000**	**15.4%**

Table 14: Information Technology Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Permanent Operating FTEs	32.6	35.0
Opportunity Initiative FTEs	0.0	1.0
Total FTEs	**32.6**	**36.0**

The proposed 2027 operating budget for Information Technology (IT) is $11.2 million, a 15.4 percent increase from 2026. This increase is driven by added software budget, new funding to support certification in an industry-standard framework for information security, and the addition of 2.4 permanent operating FTE: an ACAM Administrator position, which will support physical and cybersecurity, a Networking Administrator position, which will support the expansion and maintenance of Wi-Fi for staff across SHA, and the conversion of a part-time Project Manager into full-time. Additionally, the 2027 IT budget includes standard inflation adjustments. IT's permanent staffing level will increase to 35.0 FTE in 2027 with the above position adds. For more information on the Opportunity Initiative FTEs for the Department, please refer to the Term-Limited Projects and Related Staffing section of the Budget Book.

The IT Department also works on IT Capital projects. Funding for this work is detailed below in the Capital and Non-Routine Program section of the Budget Book.

Department Purpose and Function

The IT Department supports SHA's mission by providing efficient and creative technological solutions to business problems. The Department supports the application and operating system software in use at SHA and the computers, telephones, and other equipment used by agency staff. IT consists of two operating groups, Infrastructure 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.

Working with the guidance of the IT Steering Committee, which is composed of various Department leaders, the IT Department is dedicated to ensuring stable, reliable, and secure infrastructure and software to support SHA's computing needs.

Housing Operations – Consolidated Budget

The Housing Operations Consolidated Budget section provides an overview of the combined budgets and FTE counts for all divisions within Housing Operations. Please see individual division sections for more details on specific budget and FTE changes.

Housing Operations Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
Admin Salaries & Temp Help	29,948,600	30,255,000	34,677,100	14.6%
General & Admin Expense	15,175,800	15,379,000	16,571,300	7.8%
Tenant Services	6,626,500	7,234,500	7,451,400	3.0%
Maintenance & Contracts	64,777,400	63,857,800	70,549,300	10.5%
Utilities	15,068,400	16,480,700	15,909,700	(3.5)%
TOTAL OPERATING	**131,596,700**	**133,207,100**	**145,158,800**	**9.0%**
Salaries & Benefits in Grants, Capital, and Limited Partnerships	4,258,600	5,169,700	5,212,700	0.8%
TOTAL	**$135,855,300**	**$138,376,800**	**$150,371,500**	**8.7%**

*Salaries & Benefits in Grants, Capital, and Limited Partnership for the 2027 Proposed Budget includes labor associated with the Relocation team, which was not included in the 2026 Adopted Budget.

Table 15: Housing Operations Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Permanent Operating FTEs	455.0	480.0
Term-Limited Operating FTEs (including Capital)	7.0	26.0
Opportunity Initiative FTEs	48.0	10.0
Total Consolidated FTEs	**510.0**	**516.0**

The proposed 2027 operating budget for the Housing Operations department is $145.2 million, an increase of 9.0 percent from the 2026 Adopted Budget. This change is primarily due to increased security budget, increased budget for compliance work, and the absorption of Opportunity Initiative (OI) staff into the operating budget, including staff working on maintenance and youth development. Housing Operation's 2027 Budget focuses on supporting agency core priorities, including improving and maintaining housing quality, continuing core resident services, and strengthening both internal and resident communications. Additionally, the 2027 budget reflects increased maintenance and utility costs and standard inflation adjustments.

Housing Operations' 2027 operating FTE count (permanent and term-limited operating) will increase by 44.0 FTE over the 2026 Adopted Budget. FTE highlights include:

- 1.0 permanent Security Manager was added to coordinate security services and assess long-term security needs across properties

- 1.0 permanent Housing Operations Project Manager was added to continue work on existing and planned projects
- 3.0 term-limited operating FTE were added to provide support at Jefferson Terrace
- 14.0 FTEs were converted to permanent operating FTE from the Deferred Maintenance OI to support routine maintenance work
- 12.0 FTE were converted to term-limited operating FTE from the Rightsizing OI to support maintenance for the backlog of vacant units, and
- 7.0 FTEs were added to permanent operating FTEs from the Education and Youth Development OI to continue youth services work

These FTE conversions, from OI to operating, add operating budget to Housing Operations. See division sections below for more detail. Employees funded by Limited Partnerships are included in the FTE counts above.

For more information on Opportunity Initiative and Term-Limited Operating FTEs, please refer to the Term-Limited Projects and Related Staffing section of the Budget Book.

Administrative salaries and benefits expenses are 14.6 percent higher than the 2026 Adopted Budget. The increase is due to the staffing increases described above and standard cost-of-living increases in wages.

General Administrative Expenses are 7.8 percent higher than the 2026 Adopted Budget, primarily due to increases in Information Technology fees allocated to the divisions in Housing Operations and slight increase in property management fee allocated to the properties.

Tenant Services are 3.0 percent higher than the 2026 Adopted Budget, primarily due to standard inflation increases.

Maintenance & Contracts are 10.5 percent higher than the 2026 Adopted Budget, primarily due to increased security budget, increased maintenance costs, and additional maintenance staffing, as described above. More details about maintenance increases can be found in the Housing Maintenance Services division section below.

Utilities are 3.5 percent lower than the 2026 Adopted Budget, primarily due to decreased sewer budget consistent with prior year actual spending and projected rate increase.

Department Purpose and Function

Housing Operations manages and maintains a diverse portfolio of **8,594 units** comprised of 5,058 low-income public housing units, 1,353 project-based voucher units, and 2,183 other affordable units. 1,654 of these units are within Limited Partnerships and so are not part of SHA's operating budget– see the Limited Partnership Operations section of the Budget Book for more information.

The Housing Operations department is the core of SHA's housing operations and property management, maintenance and repair, and community services programs. These functions are carried out through the following divisions: Housing Operations Central Administration and

Admissions, Low Income Public Housing, Seattle Senior Housing Program, Yesler, Special Portfolio, Impact Property Management (HOPE VI), Housing Maintenance Services, Community Services Division, and JobLink. Further details on each division are provided in the following sections.

The Housing Operations department continues to commit 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 Central Administration and Support (HOCAS) and Admissions

H Ops Central Admin. & Admissions Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
Housing Operations Central Admin.	3,933,600	4,242,700	8,094,600	90.8%
Admissions	1,931,100	1,899,200	2,053,000	8.1%
TOTAL OPERATING	**$5,864,600**	**$6,141,900**	**$10,147,600**	**65.2%**

Table 16: Housing Operations Central Administration and Support (HOCAS) and Admissions Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Permanent Operating FTEs (Housing Operations Central Admin.)	21.5	23.5
Permanent Operating FTEs (Admissions)	13.5	13.5
Opportunity Initiative FTEs	2.0	0.0
Total FTEs	**37.0**	**37.0**

The 2027 operating budget for Housing Operations Central Administration and Support (HOCAS) and Admissions is $10.1 million, a 65.2 percent increase from 2026. This change is driven primarily by: (1) approved additional funds of $600,000 to address compliance needs, including engaging in an external audit to gauge the effectiveness of changes to compliance processes, and (2) approved additional funds of $2.8 million in security budget to cover a new security contract with the Seattle Police Department, a new Security Manager position, and increased private security costs. The compliance funding is time-limited, as is a portion of the security funding, and those additions will be reevaluated in future budget processes. These additional funds work towards SHA's Strategic Plan by providing support for improving and maintaining housing quality. Additionally, one Project Manager position was added, and a promising pest control pilot was extended one year.

HOCAS's permanent staffing level will increase to 23.5 FTE in 2027 with the two position adds above, while Admissions' permanent staffing level will remain at 13.5 FTE in 2027. For more information on Opportunity Initiative FTEs, please refer to the Term-Limited Projects and Related Staffing section of the Budget Book.

About Housing Operations Central Administration and Support (HOCAS)

HOCAS supports the entire Housing Operations department and all divisions within the department. Currently, there are four teams organized by functional categories: the Director's Office, the Central Business Services team, the Compliance team, and the Central Training team. The Director's Office provides leadership within Housing Operations to coordinate work, support department-wide communications, and create strategies for program & process design, evaluation, and improvement. Central Business Services focuses on finance, data, project management, and IT project support. The Compliance team is tasked with auditing rent calculations and leasing documents and complying with complex regulatory requirements. The Central Training Team is working to establish a comprehensive onboarding program and facilitate regular trainings to meet the demands of changing regulations and procedures.

About Admissions

The Admissions division manages waitlists for public housing and project-based voucher units across SHA. Through the management of waitlists, the division ensures sufficient approved applicants to support property management in leasing vacant units and redeveloped properties.

Low Income Public Housing

LIPH High-rises, Scattered Sites, and LIPH Admin Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
TOTAL OPERATING	**$33,973,000**	**$31,713,900**	**$32,891,400**	**3.7%**

Table 17: Low Income Public Housing Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Permanent Operating FTEs	67.8	67.8
Term-Limited Operating FTEs	0.0	2.0
Total FTEs	**67.8**	**69.8**

The proposed 2027 operating budget for Low Income Public Housing (LIPH) is $32.9 million, a 3.7 percent increase from 2026. This increase reflects standard inflation adjustments and approved additional funding requests, including 2.0 term-limited property management FTE that were added to provide coverage at Jefferson Terrace to support SHA's core priorities of enhancing housing quality and improving resident communications. For more information on Term-Limited Operating FTEs, please refer to the Term-Limited Projects and Related Staffing section of the Budget Book. LIPH's permanent FTE count is the same from 2026 to 2027, at 67.8 FTE.

About LIPH

The LIPH program consists of over 5,000 units of low-income housing owned, maintained, or managed by SHA. 3,148 of those units are in the LIPH and Scattered Sites portfolio and so are reflected by the budget and FTE count above. The program also includes public housing units in other portfolios, such as the HOPE VI communities; the West Seattle Affordable Housing LP; and in the Seattle Senior Housing Program (SSHP). The budgets for these units are accounted for in the HOPE VI, 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.

Seattle Senior Housing Program

Seattle Senior Housing Expenditures (includes Ravenna Tax Credits)	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
TOTAL OPERATING	**$9,009,600**	**$9,560,500**	**$9,888,000**	**3.4%**

Table 18: Seattle Senior Housing Program Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Total Permanent Operating FTEs	**21.8**	**22.0**

The proposed 2027 operating budget for Seattle Senior Housing Program (SSHP) is $9.9 million, a 3.4 percent increase from the 2026 Adopted Budget. This increase includes standard inflation adjustments and a slight increase in FTE that reflects the reallocation of staff between property management portfolios.

About SSHP

The SSHP community consists of 1,030 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 (AMI), where the head of household or spouse is at least 62 years old and/or disabled. Residents pay affordable rent depending on their income. Ravenna School Apartments, despite not being part of the Public Housing program, is included in SSHP. Additionally, although it was a Limited Partnership, Leschi House's operating budget and FTE count has been included in SSHP's operating budget in prior years. Leschi House is expected to exit its partnership at the end of 2026 and will continue to be included in SSHP's operating budget.

Yesler Terrace

Yesler Terrace, Baldwin, and Ritz Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
Old Yesler Terrace	13,200	-	-	0.0%
Baldwin Apartments	139,600	160,600	166,900	3.9%
Ritz Apartments	195,200	217,200	214,000	(1.5)%
TOTAL OPERATING	**$348,000**	**$377,800**	**$380,900**	**0.8%**

Table 19: Yesler Terrace Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Total Permanent Operating FTEs	**12.3**	**12.1**

The proposed 2027 operating budget for Yesler Terrace (Old Yesler, Baldwin, Ritz) is $380,900, a 0.8 percent increase from 2026. Yesler's proposed 2027 operating budget reflects standard 2027 inflationary adjustments and necessary technical adjustments. The proposed operating budgets for the Limited Partnerships are detailed in the Limited Partnership Operations section of the Budget Book. The total proposed FTEs for Yesler in 2027 is 12.1, which is 0.2 FTE lower than 2026 and reflects a reallocation of staff between property management portfolios.

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 Median Income (AMI). In 2013, SHA began redeveloping Yesler Terrace and replacing aging housing with new units. The Yesler redevelopment project is multi-year and is transforming Yesler Terrace into a vibrant new community within a diverse, connected, safe, and sustainable neighborhood.

Seven of the buildings in the Yesler community—Kebero Court, Raven Terrace, Hoa Mai Gardens, Red Cedar, Hinoki, Sawara, and Juniper—are Limited Partnerships (LPs). The 2027 operating budgets for these buildings are included in the Limited Partnership section of the Budget Book and are not reflected in the table above. Juniper opened and began leasing up in late 2025.

Special Portfolio Housing Program

Special Portfolio Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
TOTAL OPERATING	**$12,293,400**	**$13,108,400**	**$13,818,100**	**5.4%**

Table 20: Special Portfolio Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Permanent Operating FTEs	32.2	32.2
Opportunity Initiative FTEs	8.0	4.0
Total FTEs	**40.2**	**36.2**

The 2027 proposed operating budget for the Special Portfolio (SP) Housing Program is $13.8 million, or a 5.4 percent increase over the 2026 Adopted Budget. SP's proposed 2027 operating budget reflects standard 2027 inflationary adjustments as well as approved additional funding requests to support anticipated maintenance and utility expense increases. The proposed 2027 permanent FTE count for SP is the same as 2026, at 32.2 FTEs. For more information on Opportunity Initiative FTEs, please refer to the Term-Limited Projects and Related Staffing section of the Budget Book.

About Special Portfolio

The Special Portfolio (SP) is made up of locally funded properties that include a mix of subsidized, voucher, and affordable units. There is a total of 1,645 units in the Special Portfolio.

The SP 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 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.

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

Impact Property Management Expenditures – HOPE VI Administration, Parks, NewHolly, Rainier Vista, and High Point	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
Impact Property Management	1,199,200	1,040,300	2,737,400	163.1%
NewHolly Phase II (Othello)	1,102,800	1,165,500	1,211,700	4.0%
NewHolly Phase III (Desdemona)	2,142,500	2,010,400	2,348,900	16.8%
Rainier Vista Phase I (Escallonia)	2,042,000	1,945,600	2,115,600	8.7%
Rainier Vista Phase II (Tamarack Place)	998,000	904,100	1,010,600	11.8%
Rainier Vista Phase III (Rainier Vista Northeast)	1,338,100	1,240,700	1,285,400	3.6%
Lake City Court	935,800	1,027,600	1,064,200	3.6%
High Point North	4,062,000	4,259,900	4,481,000	5.2%
High Point South	3,386,100	3,236,100	3,470,000	7.2%
Parks	746,500	574,500	665,200	15.8%
TOTAL OPERATING	**$17,952,800**	**17,404,700**	**20,390,000**	**17.2%**

Table 21: Impact Property Management Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Total Permanent Operating FTEs	**28.0**	**28.0**

The proposed 2027 operating budget for Impact Property Management (IPM) and HOPE VI communities is $20.4 million, an increase of 17.2 percent from the 2026 Adopted Budget. This change is primarily due to ongoing increased maintenance costs for properties and projected increases in utility expenses. The staffing for IPM and HOPE VI will remain at 28.0 FTE in 2027, with no change from 2026.

About Impact Property Management (IPM)

IPM oversees the management of HOPE VI properties. This includes eight properties owned and operated by SHA, totaling 1,386 units in 2027, and one Limited Partnership for which SHA serves as the General Partner and Managing Agent: NewHolly Phase I. Budgets for Limited Partnerships are not included in the HOPE VI operating budget but can be found in the Limited Partnership section of the Budget Book. In addition, IPM administers the operation of parks and common amenities in these communities.

Housing Maintenance Services (HMS)

Housing Maintenance Services Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
Housing Maintenance Services Operations	$37,170,100	$37,809,900	$39,087,200	3.4%
Housing Operations Facilities	$451,500	$363,500	$376,500	3.6%
TOTAL OPERATING	**$37,621,600**	**$38,173,400**	**$39,463,700**	**3.4%**

Table 22: Housing Maintenance Services Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Permanent Operating FTEs	196.0	212.0
Term-Limited Operating FTEs	7.0	24.0
Opportunity Initiative FTEs	30.0	4.0
Total FTEs	**233.0**	**240.0**

The proposed 2027 operating budget for Housing Maintenance Services (HMS) and Housing Operations Facilities is $39.5 million, an increase of 3.4 percent over 2026. HMS' proposed 2027 operating budget reflects standard 2027 inflationary adjustments as well as approved additional funding requests. HMS' permanent FTE count increased by 16.0 FTE from 2026 to 2027, with 14.0 FTE moving from the Deferred Maintenance Opportunity Initiative into the HMS Operating Budget, and 2.0 additional FTE approved off cycle to support increased maintenance work on specific properties and projects. While HMS' permanent FTE count has grown substantially, their 2027 Proposed Budget also includes a large technical adjustment that reduced their budget by approximately $1.5 million; given these changes, the 2027 Proposed Budget's net increase is 3.4 percent over the 2026 Adopted Budget. HMS' 2027 budget focuses on maintaining and improving maintenance services to better support SHA's Strategic Plan priority of enhancing housing quality. For more information on Opportunity Initiative and Term-Limited Operating FTEs, please refer to the Term-Limited Projects and Related Staffing section of the Budget Book.

About Housing Maintenance Services

HMS specializes in unit and building maintenance, repair, and renovation services for SHA-owned units as well as Limited Partnership units. Additional services include landscaping, janitorial, pest control, and hazmat operations. The goal of HMS is to help serve the SHA communities in bettering the living conditions for our residents. HMS has managed two maintenance facilities since 2014: MLK Maintenance site and Operations Support Center. HMS also serves our South and West buildings from the West Seattle maintenance facility located at High Point.

Community Services Division

Community Services Division Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
TOTAL OPERATING	**$10,767,000**	**$12,800,000**	**$14,209,000**	**11.0%**

Table 23: Community Services Division Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Permanent Operating FTEs	38.0	45.0
Opportunity Initiative FTEs	8.0	2.0
Total FTEs	**46.0**	**47.0**

The proposed 2027 operating budget for Community Services Division (CSD) is $14.2 million, an increase of 11.0 percent from the 2026 Adopted Budget.

CSD's proposed 2027 budget reflects the status quo budget with standard inflation adjustments, as well as additional funds totaling $49,000 to support janitorial services in community spaces with programming. In addition, the Education and Youth Development Opportunity Initiative (managed by CSD) expires at the end of 2026. To continue the youth programming and support services, 7.0 Youth Engagement Coordinators are proposed to be added to CSD's 2027 base operating budget. CSD's permanent staffing level will increase to 45.0 FTE in 2027. CSD's 2027 budget supports agency Strategic Priorities by maintaining resident service levels.

For more information on Opportunity Initiative FTEs, please refer to the Term-Limited Projects and Related Staffing section of the Budget Book.

About Community Services Division

Housing Operations' Community Services Division (CSD) oversees social services planning and coordination, programming for youth and families, digital navigation support, and community building for Seattle Housing Authority residents. CSD also plays a crucial role in developing and maintaining external partnerships with social service providers and in raising funds through private and public grants. In 2027, the Division will contract out approximately $6.1 million to fund social services from non-profits and government agencies.

JobLink

JobLink Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
TOTAL OPERATING	**$3,766,600**	**$3,926,400**	**$3,970,000**	**1.1%**

Table 24: JobLink Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Total Permanent Operating FTEs	**24.0**	**24.0**

The proposed 2027 operating budget for JobLink is $4.0 million, an increase of 1.1 percent from the 2026 Adopted Budget. JobLink's proposed 2027 budget includes standard inflation adjustments. JobLink's staffing level will remain at 24.0 FTE in 2027.

About JobLink

JobLink strives to financially empower SHA residents and increase their economic security, skills, income, assets, and financial well-being. JobLink achieves this by connecting SHA residents to education and career pathways. In addition, JobLink provides residents with one-on-one coaching support, job search navigation, and career planning. Residents enrolled in the JobLink program vary by age, education, language, and work history. Residents obtain employment as customer service representatives, teaching assistants, software engineers and technicians, medical caregivers, nonprofit client advocates, commercial delivery drivers, and more. JobLink also operates an in-house trainee program – the JobLink Academy – that connects and prepares residents for jobs at SHA.

HUMAN RESOURCES (HR) BUDGET

Human Resources Department Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
Admin Salaries & Temp Help	3,703,600	4,606,800	4,997,800	8.5%
General & Administrative Expense	494,100	753,700	870,700	15.5%
Tenant Services	-	-	-	0.0%
Maintenance & Contracts	353,200	241,600	247,500	2.4%
Utilities	-	-	-	0.0%
TOTAL OPERATING	**$4,550,900**	**$5,602,100**	**$6,116,000**	**9.2%**
Salaries & Benefits in Grants, Capital, and Limited Partnerships	-	-	-	0.0%
TOTAL	**$4,550,900**	**$5,602,100**	**$6,116,000**	**9.2%**

Table 25: Human Resources Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Permanent Operating FTEs	22.0	24.0
Opportunity Initiative FTEs	5.0	6.0
Total FTEs	**27.0**	**30.0**

The proposed 2027 operating budget for the Human Resources department (HR) is $6.1 million, an increase of 9.2 percent from 2026. The increase is primarily driven by standard inflation adjustments and the addition of 2.0 FTEs, one Senior HR Analyst and one HR Analyst. These positions are being proposed in order to increase the staffing capacity within HR, which is necessary to accommodate the growth in SHA's workforce over the last three years and to ensure HR's ability to support the hiring and employee needs of the Departments. In addition, the staffing will ensure compliance with a rapidly evolving environment pertaining to the various leave programs in the State. In 2027, HR will have a total of 24.0 permanent FTE. For more information on the Opportunity Initiative FTEs in the Department, please refer to the Term-Limited Projects and Related Staffing section of the Budget Book.

Department Purpose and Function

The Human Resources (HR) department's mission is to provide comprehensive programs and policies that anticipate and meet the changing needs of our workforce, which underpin SHA's achievement of its strategic and operational goals. The HR department 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 SHA's values and the agency's desire to create a welcoming and empowering environment where staff feel they can do their best work. For 2027, the focus remains on enhancing core HR services, advancing the agency's strategic plan and Executive Director's priorities, and strengthening strategic capabilities through the successful implementation and ongoing management of the new Human Resource Information System.

HOUSING CHOICE VOUCHER PROGRAM BUDGET

HCV Department Expenditures	2025 Actual	2026 Adopted	2027 Proposed	2026/2027 % Change
Admin Salaries & Temp Help	10,785,400	11,843,000	12,044,700	1.7%
General & Administrative Expense	5,814,000	7,602,100	6,017,800	(20.8)%
Tenant Services	314,900	190,700	196,000	2.8%
Maintenance & Contracts	162,500	196,800	202,300	2.8%
Utilities	-	-	-	0.0%
TOTAL OPERATING	**$17,076,800**	**$19,832,600**	**$18,460,800**	**(6.9)%**
Salaries & Benefits in Grants, Capital, and Limited Partnerships	284,700	215,000	150,700	(29.9)%
Housing Assistance Payments	193,405,300	206,944,200	205,300,500	(0.8)%
TOTAL	**$210,766,800**	**$226,991,800**	**$223,912,000**	**(1.4)%**

Table 26: Housing Choice Voucher Program Budget and FTEs

Full-time Equivalent Positions	2026 Adopted	2027 Proposed
Total Permanent Operating FTEs	**93.5**	**93.5**

The proposed 2027 operating budget for the Housing Choice Voucher Program (HCV) is $18.5 million, a decrease of 6.9 percent from 2026. The Housing Choice Voucher Department's proposed budget incorporates a status quo budget with inflationary adjustments. The primary category of decrease is in General & Administrative expenses due to a technical change: Portability Admin Fees have been reported in General & Administrative Expenses in prior years and are now budgeted within the HAP budget. For more information on Housing Assistance Payments, please refer to the HAP detail section.

HCV's FTE count does not change from 2026 to 2027. Salaries and benefits for HCV's staff were adjusted according to standard agency wide inflationary adjustments.

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.

GRANT PROGRAM

The proposed budget for agency grant-funded expenditures (not including the HUD MTW Grant) for 2027 is $1.6 million; this is an increase of $0.3 million (20.0 percent) compared to the 2026 Adopted Budget. This change includes an increase in Family Self Sufficiency expenses to match expected funding, as well as the expiration of the Green Ambassador Project grant from the City of Seattle. In addition, the Seattle Transit Pass Program is expected to renew in 2027 – because it is a reimbursement program without a specific awarded amount, it was not included in this section in prior years. It is included for 2027 to provide a more comprehensive view of SHA's grant funding.

Seattle Housing Authority Grant Program Calendar Year (CY) 2027

Table 27: Grant Program

Name	Total Award	Grant Period	2027 Expenditures (with any carryover)
Family Self Sufficiency	762,900	2027	762,900
Resident Opportunities & Self Sufficiency (ROSS)	544,500	2025-2028	181,500
Best Starts for Kids and Schools	200,500	2025-2027	109,200
Digital Navigator Project for SHA Residents	58,800	2026-2027	58,800
Housing Mobility Services Grant	1,075,000	2024-2028	150,700
SHA Transit Pass Program	Reimbursement-based	2027-2036	343,800
TOTAL	**$2,641,600**		**$1,606,800**

Family Self Sufficiency HUD Grant (2027)—$762,900—The grant funding amount for 2027 will not be announced until late 2026. This amount is an estimate based on 2026 funding and will allow the JobLink division to continue to fund approximately six Career Coaches in 2027.

ROSS Service Coordinators Grant (2025-2028)—$544,500—This three-year grant allows the JobLink division to fund approximately two Career Coaches each year.

Best Starts for Kids and Schools Grant (2025-2027)—$200,500—SHA is one of five recipients of funding from the Expanded Learning Initiative funded by King County Best Starts for Kids. The collaboration enhances learning services at Yesler Terrace by providing youth programming after school and during summer break.

Digital Navigator Project for SHA Residents Grant (2026-2027)—$58,800—This one-year grant extends into 2027 and will fund community ambassadors to provide education on digital security and to increase online access and enrollment in City of Seattle programs and services.

Housing Mobility Services HUD Grant (2024-2028)—$1,075,000—SHA received this grant mid-year 2024 to support families with children moving to opportunity neighborhoods (neighborhoods with high-performing schools, access to jobs, low crime, parks, and other amenities). This grant funds staffing in the Housing Choice Voucher department to support housing counseling and it provides additional financial supports for eligible families.

SHA Transit Pass Program (2027-2036)—Reimbursement-based—These funds are provided by the Seattle Department of Transportation (SDOT) and enable SHA to provide residents in SHA-owned or -managed properties with free, unlimited-use ORCA transit passes. This program supports transportation access and mobility across SHA communities by reducing cost burdens for participating households. SDOT reimburses SHA for the labor expenses associated with administering and managing the program, and the initiative will be staffed by 3.0 FTE in 2027.

CAPITAL AND NON-ROUTINE PROGRAM

Capital Projects (Asset Preservation)

SHA's proposed annual Capital Expenditures, which support asset preservation work, will increase by about $28.5 million - from $8.0 million in 2026 to **$36.5 million** in 2027. The Capital budget was significantly lower in 2026 than in prior years in order to close the projected budget deficit resulting from lower anticipated federal funding from HUD. This reduction in federal funding did not materialize in 2026 and SHA is not anticipating a significant reduction in 2027. As a result, the 2027 Capital Budget brings funding for Capital Projects back up to a level that supports necessary new and ongoing capital work.

Funding sources for 2027 include Housing and Urban Development (HUD) federal grants, non-federal funds, bond proceeds, and reserves. The 2027 Capital budget allocates $30.9 million to capital project costs and $5.7 million to administrative staffing and project management. Highlights of capital projects are below. For a detailed breakdown of expected capital expenses, both by funding source and by work category, please see the Capital and Non-Routine Program Tables in the Appendix.

Capital Project Highlights:

- Interior Upgrades (**10.3 million**): This work includes unit upgrades and rehabilitation, such as replacements of cabinets, flooring, kitchens, or bathrooms, as well as common area flooring and painting.
- Roofing (**4.7 million**): Roof replacement is planned at multiple SHA properties in order to address leaks and cracking.
- Elevators (**4.4 million**): Elevator modernization is planned at multiple SHA properties in order to reduce outages, decrease repair times, and improve accessibility.

Real Estate Roadmap

SHA's proposed budget for Real Estate Roadmap work is **$1.6 million** in 2027. The Real Estate Roadmap was created with the intent of increasing SHA's housing stock in the long term. It is a new planning tool created to formalize the SHA's real estate development and rehabilitation planning process, integrate it with the agency's budgeting processes, and produce a 10-year forecast of real estate and asset management opportunities. Roadmap strategies may include new acquisitions, sales, development and redevelopment, and asset preservation work.

The 2027 budget will cover planning costs for the Roadmap, including initial feasibility and assessment work, resident engagement consulting, and communications consulting.

Redevelopment Projects

The total Redevelopment budget for 2027 is **$57.9 million**, an increase of $13.0 million from 2026. The increase is driven by construction work at Jackson Park Village throughout 2027 and infrastructure and design work at Northgate. SHA's active development and redevelopment are as follows:

The **Jackson Park Village** redevelopment project is replacing 41 aging units and creating approximately 59 additional units of housing on the site. The majority of redevelopment work and expenses are expected to occur in 2027 as construction on this property continues. This project is expected to cost **$41.8 million** in 2027, of which $23.3 million is funded from tax exempt bonds and $18.5 million is funded through SHA loans made to the partnership that were approved by the Board in 2026, so funds have already been allocated.

Northgate is a redevelopment opportunity, purchased by SHA in 2019 in a high opportunity area, with access to high-speed public transit, schools and parks, and a nearby retail center. Demolition is expected to be completed in 2026, and continued pre-development is planned for 2027. The pre-development and site work is expected to cost **$9.6 million** in 2027, of which $4.6 million is for infrastructure work across the site and $5.0 million is for design work at Building 1. The site work is funded from the agency's Development Reserve, while the pre-development work for Building 1 was approved by the Board in 2025.

SHA plans to provide **Bellwether**, a non-profit partner, with **$3.2 million** in 2027 to fund the development of affordable housing in the University District.

High Point will be part of a bond issuance to support capital needs, primarily boiler replacement and electrification throughout High Point. The expected cost for this capital work is **$2.5 million**, all of which is expected to be covered by the bond issuance anticipated to occur in 2027.

Holly Court/Red Brick is an existing public housing property and parking area in Seattle's south end. The site is in the early stages of planning and site assessment, which is expected to continue through 2027. Costs for this project in 2027 are expected to be $800K.

Please see the Capital and Non-Routine Program Tables in the Appendix.

Information Technology (IT) Capital Projects

The proposed budget for IT Capital Projects is **$1.0 million** in 2027. This is an increase from the 2026 budget, when no new funding was adopted for IT Capital, but projects could be funded from project savings or budgeted contingency funds.

S.P.A.C.E. Foundation

The Special Projects and Creative Energies (S.P.A.C.E.) Foundation is a nonprofit affiliate, controlled by SHA. The foundation owns 216 Scattered Site units that have Project-Based Vouchers. In 2027, the S.P.A.C.E. Foundation Budget is $3.6 million, a 14.6 percent increase from the 2026 Operating Budget.

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 benefit from 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 help reduce the financing of upfront capital needed to construct or rehabilitate housing units.

In 2027, SHA will serve as the General Partner and Management Agent for **twelve Limited Partnerships (LPs)** formed to invest in, own, and manage rental housing in mixed-income communities. In 2027, SHA expects **1,654 affordable units** to serve residents across the twelve LPs. 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 Limited Partnerships in 2027 is projected at **$23.5 million**. As the partnerships are separate legal entities, the LP Budgets are not included in SHA's 2027 Operating Budget. As a note, Leschi House is expected to exit its partnership at the end of 2026 and so is included in the Housing Operations section of this Budget Book instead of here. Jackson Park Village converted to a partnership in 2026 and so is listed here, however, it is expected to remain in development throughout 2027, so no operational budget is provided, and its unit count is not included.

Limited Partnerships in 2027

Hinoki	Kebero Court	Salish Landing
Hoa Mai Gardens	Raven Terrace	Jefferson Terrace
Red Cedar	NewHolly Phase I	West Seattle Affordable Housing
Juniper	Sawara	Jackson Park Village[8]

[8] This limited partnership will remain in development throughout 2027, so no operational budget is provided.

Appendix

2027 Limited Partnership Operating Budgets

Table 28: Limited Partnerships—Operations Budgets

Name	Kebero Court	Raven Terrace	Hoa Mai	New Holly Phase I	West Seattle	Red Cedar
First year of operations	2015	2015	2016	2016	2017	2019
# of units	103	83	111	305	204	119
Rental Income	704,869	575,166	809,078	3,440,172	1,805,539	1,114,580
Operating Subsidy	-	-	-	-	35,000	-
HCV Subsidy	939,000	674,730	1,189,200	619,872	887,739	1,250,000
Other Income	15,290	17,837	-	39,854	-	12,399
TOTAL REVENUE	**1,659,159**	**1,267,733**	**1,998,278**	**4,099,898**	**2,728,278**	**2,376,979**
Administrative Expenses						
Salaries	154,973	150,024	126,492	274,726	285,983	84,845
Other Admin Costs	149,985	171,739	198,012	538,113	272,196	208,891
Utility Expense	238,988	151,366	356,962	1,172,639	523,323	406,868
Tenant Service	2,132	2,095	2,297	4,579	-	2,543
Maintenance & Repair						
Supplies	103	103	120	-	6,513	103
Contracts	333,038	311,563	357,837	987,317	600,243	496,116
General Administrative Exp						
Property Insurance	93,262	69,231	120,164	287,761	230,865	136,362
Benefits, Other	67,800	66,309	54,298	119,813	143,792	62,901
Financial Expenses	361,939	191,675	496,483	209,560	308,921	620,587
TOTAL OPERATING EXPENSES	**1,402,220**	**1,114,105**	**1,712,665**	**3,594,509**	**2,371,836**	**2,019,217**
NET INCOME (LOSS)	**256,939**	**153,628**	**285,613**	**505,389**	**356,442**	**357,762**

Table 28 Continued: Limited Partnerships—Operations Budgets

Name	Hinoki	Jefferson Terrace	Salish	Sawara	Juniper	TOTAL 2027 LP BUDGET
First year of operations	2022	2022	2023	2024	2025	
# of units	136	283	82	114	114	1,654
Rental Income	1,122,628	1,057,214	692,397	1,030,632	939,481	13,291,756
Operating Subsidy	-	-	-	-	-	35,000
HCV Subsidy	1,764,130	3,958,400	874,022	1,359,049	1,363,704	14,879,846
Other Income	-	5,982	-	19,955	-	111,317
TOTAL REVENUE	2,886,758	5,021,596	1,566,419	2,409,636	2,303,185	28,317,919
Administrative Expenses						-
Salaries	127,002	680,672	129,992	132,558	131,031	2,278,298
Other Admin Costs	253,361	564,320	120,714	200,965	213,545	2,891,842
Utility Expense	352,513	491,779	243,477	273,377	270,701	4,481,993
Tenant Service	3,400	10,605	-	2,804	3,245	33,700
Maintenance & Repair						-
Supplies	-	21,986	-	103	962	29,993
Contracts	668,700	1,044,874	327,187	399,688	404,879	5,931,442
General Administrative Exp						-
Property Insurance	139,744	155,456	72,118	145,657	91,996	1,542,616
Benefits, Other	59,359	347,581	65,861	60,654	58,231	1,106,599
Financial Expenses	687,768	678,554	323,587	666,249	689,130	5,234,453
TOTAL OPERATING EXPENSES	2,291,847	3,995,827	1,282,936	1,882,054	1,863,720	23,530,936
NET INCOME (LOSS)	594,911	1,025,769	283,483	527,582	439,465	4,786,983

2027 CAPITAL AND NON-ROUTINE PROGRAM

An overview of 2027 Proposed Capital and Non-Routine Program expenses is below in Table 30.

Table 29: Overview of Capital and Non-Routine Program Expenses

Capital and Non-Routine Program	2027 Proposed
Capital Projects (Asset Preservation)	36,532,986
Real Estate Roadmap	1,575,312
Redevelopment	57,885,000
Information Technology (IT) Capital Projects	1,000,000
TOTAL FOR CAPITAL AND NON-ROUTINE PROGRAM	**$96,993,298**

See tables below for a more detailed breakdown of each of the categories included in Table 30 above: Capital Projects, Real Estate Roadmap, Redevelopment, and IT Capital Projects. Capital Projects is first broken down by funding source, and then by work category.

Table 30: Capital Project Expenses by Funding Source

Capital Projects (Asset Preservation) by Funding Source	2027 Proposed
Capital Project Direct Expenses	**30,865,495**
MTW Grant-Funded	20,539,452
Non-Federal	2,014,491
Reserves	8,311,552
Administrative Costs (MTW Grant-Funded)	**5,667,491**
Asset Management Administration	2,509,742
Construction Operations Administration	813,156
Development Administration	318,287
Skilled Labor Administration	628,434
Finance Administration	775,164
Internal Administration Fees	622,709
TOTAL CAPITAL PROJECTS	**$36,532,986**

Table 31: Capital Project Direct Expenses by Work Category & Funding Source

Capital Project Direct Spending by Category & Funding Source		2027 Proposed
Building Exterior, Windows, & Doors		**2,759,000**
	Federal	1,875,000
	Reserves	884,000
Electrical		**1,500,000**
	Federal	1,000,000
	Reserves	500,000
Elevator		**4,350,000**
	Federal	2,400,000
	Reserves	1,200,000
	Non-Federal	750,000
Haz Mat		**275,000**
	Federal	250,000
	Reserves	25,000
HVAC		**1,585,000**
	Federal	520,000
	Reserves	1,065,000
Interior Upgrade (includes unit upgrades, flooring, painting)		**10,313,004**
	Federal	9,042,119
	Reserves	1,270,885
Planning		**400,000**
	Federal	250,000
	Reserves	150,000
Plumbing		**1,633,000**
	Federal	950,000
	Reserves	500,000
	Non-Federal	183,000
Roofing		**4,700,000**
	Federal	2,800,000
	Reserves	1,900,000
Security & Safety (includes secure entry for buildings, cameras, fire alarms)		**1,764,000**
	Federal	702,333
	Reserves	661,667
	Non-Federal	400,000
Site (includes sidewalks, fencing, playgrounds, parking lots)		**1,586,491**
	Federal	750,000
	Reserves	155,000
	Non-Federal	681,491
TOTAL CAPITAL PROJECT DIRECT EXPENSES		**$30,865,495**

Table 32: Real Estate Roadmap Expenses

Real Estate Roadmap	2027 Proposed
Planning, initial feasibility and assessment work, resident engagement consulting, and communications consulting. Expected to be funded through reserves.	1,575,312
TOTAL ROADMAP	**$1,575,312**

Table 33: Redevelopment Expenses

Redevelopment Projects	2027 Proposed
Jackson Park Village	
Construction and development of Jackson Park Village. $23.3M of this work is expected to be funded through bond debt, while $18.5M is expected to be funded through permanent and construction loans from SHA.	41,800,000
Northgate Building 1	
Pre-development at Northgate, specifically planning and design for Building 1. Expected to be funded through a pre-development loan approved by the Board in 2025.	5,000,000
Northgate Site	
Pre-development at Northgate, specifically infrastructure work across the site. Expected to be funded through the Development Reserve.	4,600,000
Bellwether Buy Up	
SHA is providing $3.2 million to a non-profit partner, Bellwether, to fund the development of affordable housing in the University District.	3,185,000
HOPE VI	
High Point will be part of a bond issuance to support capital needs. This bond debt is expected to fund boiler replacement and electrification throughout the community, as there have been significant boiler failures in High Point.	2,500,000
Holly Court Site Redevelopment	
The site assessment for Holly Court is in the early stages of planning and design, which is expected to continue through 2027. Costs for this project in 2027 are expected to be $800K.	800,000
TOTAL REDEVELOPMENT	**$57,885,000**

Table 34: Information Technology (IT) Capital Expenses

Information Technology (IT) Capital Projects	2027 Proposed
Information Technology (IT) Capital Projects (MTW Grant-Funded)	1,000,000
TOTAL INFORMATION TECHNOLOGY (IT) CAPITAL	**$1,000,000**