



Seattle Housing Authority **Moving to Work** **2027 Annual Plan** **DRAFT**



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**Seattle Housing Authority is accepting comments on the draft Moving to Work
Annual Plan through September 30, 2026**

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On the cover: Dancers performing at the Family Fun Fair at NewHolly. (Photo credit: Tom Turley)

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I. Introduction

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

SHA provides affordable housing to over 37,000 people¹ through a variety of opportunities including SHA owned/managed units, subsidizing collaborative units operated by non-profit partners and tenant-based vouchers that provide subsidy to participants to rent in the private market.

Of the people SHA serves:

- 28% are children.
- 35% are elderly (age 62+) and/or disabled.
- 85% of SHA households have annual incomes below 30% area median income (\$34,550 for a one-person household in 2026).
- The median household income is \$15,048 annually.

In keeping with SHA's mission, the agency also supports a wide range of community services for residents, including employment services, housing stability supports, case management and youth education and activities.

Funding for SHA's activities comes from multiple sources including the Moving to Work (MTW) funding flexibility, special purpose funds from the US Department of Housing and Urban Development (HUD), other government grants, tenant rents and revenues from other activities. This Plan focuses on activities supported by MTW federal funding.

The information in this Annual Plan is submitted to HUD every year following public engagement and approval from SHA's Board of Commissioners. It follows a format prescribed by HUD in Attachment B to SHA's MTW Standard Agreement.

A. Overview of short-term and long-term MTW goals and objectives

SHA's MTW goals and objectives for 2027 align with the goals of the MTW Demonstration: promoting cost-effectiveness, housing choice and self-sufficiency, building on SHA's twenty-five plus years of innovation under MTW. Through the lens of these three goals and using the flexibility authorized under MTW, SHA continuously reviews its MTW practices and policies to best maximize resources and provide affordable housing to people with low incomes in Seattle.

Long-term MTW goals and objectives

MTW is a critical tool in SHA's ability to advance its mission. Therefore, one of the agency's long-term goals is to retain the flexibility and stability of the MTW program to maximize the impact of limited federal funding for people with low incomes in need of affordable housing and sustain the improvements and community investments made throughout SHA's MTW participation. In pursuit of that goal, SHA supported federal legislation in 2024,

¹ Data was pulled on 7.15.2026

championed by Senator Patty Murray of Washington State, to preserve and extend the MTW agreements for the initial 39 MTW agencies from 2028 to 2038.

The entire Puget Sound region needs more affordable housing, and meeting that need also means anticipating other regional and global challenges. To advance our mission in the face of those challenges, SHA is investing in an organizational culture that celebrates growth, innovation and excellence. Guided by tenant and staff input, SHA will focus on four interconnected priorities:

- **Communications:** Build clear, timely, and culturally responsive ways to share information and hear feedback from residents, staff, and partners.
- **Housing quality:** Ensure that SHA homes remain safe, well-maintained, and affordable, while addressing safety concerns and improving long-term housing stability.
- **Staff development:** Support and grow our workforce by investing in training, leadership pathways, and policies so staff can better serve residents.
- **Supportive services:** Maintain and expand access to services—such as mental health supports—that help residents build stability and self-sufficiency.

The alignment between SHA's strategic priorities and the goals of the MTW program will allow SHA to continue to maximize the current innovations that provide high-quality housing and support to residents and participants.

Short-term MTW goals and objectives

MTW is an important tool that SHA continuously reviews to ensure that it can be utilized to further its strategic goals and mission. **For 2027, SHA is not proposing any new MTW activities or strategies.** The organization will focus on maximizing its existing MTW flexibilities and implementing previously approved activities/strategies. At this time, SHA is maintaining a large portfolio of MTW flexibilities (22 activities, approx. 140 strategies) and we are continuing to maximize our already allowable efficiencies.

To increase MTW knowledge throughout the agency and develop a formalized process for identifying new innovations, SHA has begun a concerted effort to engage staff from across the agency to participate in an MTW Learning Community. The goal of this Learning Community is to bring multiple perspectives together and increase understanding and communication about MTW. Through this work, SHA will benefit from gathering multiple perspectives across a variety of roles to identify new practices to better support the low-income people who rely on subsidized housing programs in Seattle. As SHA moves into 2027, the agency will focus on identifying new innovations using MTW flexibilities as well as further iterating and refining existing innovations to maximize their impact.

Key highlights of current innovations include SHA's JobLink Program and the Respite Program. SHA will continue to invest in these vital programs that provide essential services to residents and participants.

- SHA's JobLink team supports tenants in pursuing long-term financial stability through career coaching, job search assistance, job training and education enrollment.

Connections with childcare, transportation and other essential resources help reduce barriers and expand access to opportunity. In 2025, JobLink achieved:

- 727 active participants
 - 118 job placements
 - 280 enrollments in college or training programs.
- Through SHA's local non-traditional program, as outlined in Activity 8, the agency provides a vital service to homeless individuals leaving medical treatment and needing stabilization and additional recovery time through special purpose housing. This program is operated in partnership with local hospitals and served 628 households in 2025.

Finally, in 2026, SHA exercised the option in PIH Notice 2025-19 to transition Emergency Housing Vouchers to SHA's MTW Vouchers. This will be captured in our 2026 MTW Report.

II. General operating information

A. Housing stock information

i. Planned new Public Housing units

Asset Management Project (AMP)	0 BR	1 BR	2 BR	3 BR	4 BR	5+ BR	Total units	Population type	Section 504 accessible units (mobility)	Section 504 units (hearing /vision)
N/A	34	5	0	0	0	0	39	Elderly/ Disabled	0	0

Total Public Housing units to be added in 2027: 39

ii. Planned Public Housing units to be removed

In 2024, SHA received approval for a Section 18 Disposition of Jackson Park Village (WA001000037). SHA plans to remove the 41 units from its inventory by no later than 2026.

SHA will continue to evaluate its Public Housing-subsidized inventory to identify options for increasing long-term financial stability, addressing capital and operating needs and promoting environmental sustainability. By fully understanding and assessing the risks and benefits of pursuing different affordable housing programs, SHA could leverage additional or better-suited financial resources. The assessment and prioritization of the building's capital needs will be a pillar of this research. The results of the research and engagement with internal and external stakeholders will be compiled into a proposal to develop a menu of feasible options for each property that is prioritized for repositioning. **This evaluation will focus on preserving and expanding SHA's affordable housing inventory while minimizing negative impacts to existing residents.**

Accordingly, SHA may seek HUD approval for "demolition and/or disposition" for the following developments, as well as those listed in [prior approved MTW Plans](#), due to obsolescence or for the purposes of recapitalization, redevelopment, mixed finance redevelopment, redevelopment using the Rental Assistance Demonstration (RAD) program or other HUD funding opportunities that will serve a similar purpose.

AMP Name and Number	Number of Units to be Removed	Explanation for Removal
Bell Tower WA001000015	120	Disposition and/or demolition due to obsolescence or for the purposes of recapitalization, redevelopment, mixed finance redevelopment, or redevelopment using the Rental Assistance Demonstration (RAD) program or other HUD funding opportunities that will serve a similar purpose.

Cedarvale Village WA001000038	24	Disposition and/or demolition due to obsolescence or for the purposes of recapitalization, redevelopment, mixed finance redevelopment, or redevelopment using the Rental Assistance Demonstration (RAD) program or other HUD funding opportunities that will serve a similar purpose.
Holly Court WA001000041	97	Disposition and/or demolition due to obsolescence or for the purposes of recapitalization, redevelopment, mixed finance redevelopment, or redevelopment using the Rental Assistance Demonstration (RAD) program or other HUD funding opportunities that will serve a similar purpose.
Scattered Sites WA001000050	483	Disposition and/or demolition due to obsolescence or for the purposes of recapitalization, redevelopment, mixed finance redevelopment, or redevelopment using the Rental Assistance Demonstration (RAD) program or other HUD funding opportunities that will serve a similar purpose.
High Rise Phase 3 Limited Partnership WA001000088	174	Disposition and/or demolition due to obsolescence or for the purposes of recapitalization, redevelopment, mixed finance redevelopment, or redevelopment using the Rental Assistance Demonstration (RAD) program or other HUD funding opportunities that will serve a similar purpose. Specific buildings in this AMP may include Ross Manor (100 units) and Stewart Manor (74 units).

Total Public Housing units to be removed in 2027: 898

iii. Planned new project-based vouchers

Property name	Number of vouchers to be project based	RAD?	Description of project
Jackson Park Village	41	No	Redevelopment of a former LIPH property

Total planned new project-based vouchers: 41

iv. Planned existing project-based vouchers

SHA's total **planned existing project-based vouchers for 2027 is 5,637**. The complete list includes more than 200 projects; details can be found in Appendix A.

v. Planned other changes to MTW housing stock anticipated during 2027

Planned other changes to MTW housing stock anticipated in 2027

Design, financing, and tenant relocation may begin for redevelopment of the Holly Court (WA001000041) site.

In 2027, SHA may also:

- Apply for land disposition for sale to market-rate developers, to Limited Partnerships to finance replacement housing and to the City of Seattle Parks Department. These sites may be part of previously approved HOPE VI and CNI developments.
- Continue holding select Scattered Sites units offline to undergo substantial rehabilitation.
- Consider and use HUD's Faircloth-to-RAD process to subsidize up to 1,200 units currently available under the agency's Faircloth limit.
- Pursue further acquisition of additional Local, Non-Traditional housing as opportunities arise.
- Apply for dispositions (as defined in 24 C.F.R. 970) that aid, assist or further SHA's mission but that do not result in the removal of any Public Housing units from SHA's Public Housing inventory, including, without limitation, the granting of easements, leases, licenses and covenants.

vi. General description of all planned capital expenditures during 2026

General description of all planned capital expenditures during 2026

In 2027, SHA plans to engage in the following capital expenditures:

Building exterior: SHA plans to upgrade the building envelope at Columbia Place (WA001000093). SHA will repair the decks and railings at Cedarvale Village (WA001000038). SHA will repair Main Street Place's (N/A) building envelope and then repair it. SHA will work with a consultant to design building envelope upgrades at Market Terrace (N/A) and Gideon-Mathews Gardens (WA001000094). SHA will repair siding and window frames at High Point Phase II (WA001000085), NewHolly Phase II (WA001000076), NewHolly Phase III (WA001000079) and Rainier Vista Phase III (WA001000090). SHA also plans to replace siding at three scattered sites (WA001000050).

Electrical: SHA will upgrade lighting at a scattered site (WA001000050). SHA will also upgrade GFCIs at several SSHP buildings (multiple AMPs).

Elevator: SHA will upgrade the elevators at International Terrace (WA001000086) and Center West (WA001000088).

HVAC: SHA will replace air handling units at University House (WA001000088) and Pinehurst Court (WA001000092). SHA will replace whole house ventilators at High Point Phase II (WA001000085). SHA will also convert boilers to heat pumps at NewHolly Phase III (WA001000079).

Interior upgrades: SHA will perform other interior upgrades and repairs at Rainier Vista Phase I (WA001000080), Rainier Vista Phase II (WA001000089), Rainier Vista Phase III

(WA001000090), NewHolly Phase II (WA001000076), NewHolly Phase III (WA001000079) and various scattered sites (WA001000050). SHA will also replace cabinets at a scattered site (WA001000050). As needed, SHA will perform interior upgrades and repairs in the case of unanticipated extreme tenant-caused damage or casualty events.

Life safety: SHA will replace fire sprinkler heads at Main Street Apartments (N/A).

Plumbing: SHA will conduct domestic water repiping at NewHolly Phase III (WA001000079) and a Scattered Site (WA001000050). SHA will also replace plumbing lines at Westwood Heights (WA001000023).

Roofing: SHA will replace the roof at Stewart Manor (WA001000088) and Ross Manor (WA001000088). SHA will also replace 10 roofs each at Rainier Vista Phase I (WA001000080) and scattered sites (WA001000050).

Security: SHA will upgrade ACAM and install a camera system at NewHolly Phase III (WA001000079), Beacon Tower (WA001000086) and Rainier Vista Phase II (WA001000089).

Site work: SHA will replace mailboxes at Pinehurst Court (WA001000092) and High Point Phase II (WA001000085). Fence repair is planned at High Point Phase II (WA001000085) and full fence replacement is set for Bitter Lake Manor (WA001000095) and Fort Lawton Place (WA001000094). SHA will repair the sidewalk at a scattered site (WA001000050). SHA plans to repave Bayview Tower's (N/A) parking lot. SHA will start design work to prepare for future retaining wall repair work at a scattered site (WA001000050). SHA also plans to create a paved walkway and add handrails and landscaping behind a midrise building at Rainier Vista Phase I (WA001000080).

Windows and Doors: SHA will replace windows at Stewart Manor (WA001000088), the Ritz Apartments (N/A) and a scattered site (WA001000050).

B. Leasing information

i. Planned number of households served

Planned number of households served through:	Planned number of unit months occupied/leased	Planned number of households to be served
MTW Public Housing units leased ²	60,599	5,153
MTW Housing Choice Vouchers (HCV) utilized ³	150,640	12,554

² MTW Public Housing unit months leased/households also includes 77 units in MTW Neighborhood Services-Occupied status which are used for housing Local, Non-Traditional households. These units are excluded in the table below to avoid double-counting.

³ Housing Choice Voucher unit months leased/households includes all voucher types included in HUD's Substantially the Same calculation. Beginning in the 2026 Plan, this count also includes all special purpose vouchers in SHA's portfolio.

Local, Non-Traditional: Tenant-based	408	34
Local, Non-Traditional: Property-based	8,350	710
Local, Non-Traditional: Homeownership	0	0

Planned total households served:	219,997	18,451
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Local, Non-Traditional category	MTW activity name/number	Planned number of unit months occupied/leased	Planned number of households to be served
Tenant-based	MTW Activity 8: Special purpose housing use	408	34
Property-based	MTW Activity 20: Local, Non-Traditional affordable housing strategies	8,350	710
Homeownership	None	0	0

ii. Discussion of any anticipated issues/possible solutions related to leasing

Housing program	Description of anticipated leasing issues and possible solutions
MTW Public Housing	SHA has vacancies in the Low-Income Public Housing program due to a few reasons. SHA's Housing Operations department has set up a team to focus on leasing vacant units in 2026 and into 2027. - Many of SHA's residents are part of a growing senior population in low-income housing across the US. These residents often choose to age in place in their homes in SHA's Public Housing properties. While this results in benefits to aging residents who can live out their final years in their home, it comes with challenges as well. As these residents eventually end up moving out of their units and seeking higher levels of care in nursing homes or assisted living, there are increases in vacancies. As a result, SHA has experienced some challenges maintaining occupancy rates at target levels in properties with high percentages of elderly residents. - Another challenge is the need to process more applicants per unit, in order to successfully lease a unit. SHA is seeing higher than expected rejection of units by applicants, for example, residents are requesting units with more parking spaces than are available at the properties. The strategies SHA has used to improve occupancy has been to increase the number of applicants selected from the wait list and coordinating with teams across Admissions and Property Management to streamline efforts and decrease duplicative work to shorten the application processing time. This has led to shortening the length of time it takes for applications to be processed, approving a higher number of applicants in a shorter time, and getting applicants leased into units that have been vacant the longest.

MTW Housing Choice Voucher	SHA anticipates maintaining high MTW voucher utilization in 2027. In September of 2026, SHA will transition most of its Emergency Housing Voucher portfolio to MTW vouchers and utilization will remain high through 2027. <u>Tenant-Based</u>: HCV does not anticipate significant leasing challenges in 2027. Leasing success has been high through 2026 and utilization is increasing across programs. <u>Project-Based</u>: Staffing turnover at housing partners remains a challenge for project-based leasing. Additionally, lengthy referral processes through the local Coordinated Entry system can lead to long turnover periods. SHA is engaging with partners and seeking to streamline processing requirements to ease the challenges posed by staffing turnover, but many issues are structural and outside of SHA's direct control.
Local, Non-Traditional	SHA's LNT units typically do not have waiting lists. The agency therefore leases in response to the affordable housing market and needs of prospective renters. Some units are offline longer than anticipated due to longer turnover times. SHA anticipates that leasing will be strong throughout 2027.

iii. Unique households served

Unique Households Served through Local, Non-Traditional programs are reported in this section. This is meant to capture units or beds that serve multiple households annually and show the true number of households served through LNT rental subsidy programs.

MTW activity name/number	Program	Households served
MTW Activity 8: Special purpose housing use	Respite	380
MTW Activity 8: Special purpose housing use	Agency units	160
	Total	540

Agency units are units owned by SHA and managed by non-profit organizations: First Place, Muslim Housing Services, Solid Ground, and YWCA locations East Cherry and Willow. This is authorized under Activity 8: Special purpose housing. The medical respite program is in partnership with local hospitals to serve people who are homeless and in need of continued care after hospitalization. This program is located at Jefferson Terrace. For both programs, year-end counts are submitted to SHA in the spring of the following year.

C. Waiting list information

i. Waiting list information anticipated

Waiting list name	Description	Number of households on waiting list	Waiting list open, partially open or closed	Plans to open the waiting list during 2026
MTW Public Housing ⁴	Site-based	6,140	Open	Already open
MTW Housing Choice Voucher (tenant-based)	Community-wide	31,360	Open	Already open
MTW Housing Choice Voucher (property-based) ⁵	Site-based	4,228	Partially open	Already open

Please describe any duplication of applicants across waiting lists:

There is duplication across waiting lists as households are permitted to be and often are on waiting lists for many housing programs (e.g., Public Housing and tenant-based vouchers) at the same time. For partner-operated project-based units, many partners fill their vacancies through the King County-Wide Coordinated Entry for All (CEA) system which maintains a central waitlist for Permanent Supportive Housing units and other units targeting households experiencing homelessness. Site-based waitlists also allow participants to apply to multiple sites simultaneously which often results in duplication across waitlists at different projects.

ii. Planned changes to waiting list in 2027

Waiting list name	Description of planned changes to waiting list
MTW Public Housing	No changes anticipated.
MTW Housing Choice Voucher (tenant-based)	No changes anticipated.
MTW Housing Choice Voucher (property-based)	No changes anticipated.

⁴ Since 2019, SHA includes project-based units located in portfolios that also operate Public Housing in the Public Housing waiting list consistent with our MTW Activity 15: Combined program management and selected LNT properties.

⁵ Many PBV units are managed by partners, who fill their vacancies through the King County-Wide Coordinated Entry for All (CEA) system, which maintains a central waitlist and referral system for permanent supportive housing units and other units dedicated to serving people who are unhoused. The number entered here reflects the projects SHA partners with which maintain their own waiting lists outside the CEA.

III. Proposed MTW activities

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

Proposed MTW activities

SHA is not proposing any new MTW activities or strategies in 2027.

IV. Approved MTW activities

Introduction

This section provides HUD-required information detailing previously HUD-approved uses of SHA's MTW authority. SHA has made efforts to include all previously approved MTW activities and updates in this section. In the rare event that a previously approved activity or strategy is erroneously left out of a subsequent MTW Plan, it should be considered unintentional and should be considered continuously approved. If additional previously approved activities, strategies or updates are discovered, we will add them to subsequent MTW Plans and Reports.

MTW activities are the overarching approved areas of reform that SHA is pursuing, such as local inspection protocols and the local project-based voucher program, often with multiple strategies to reach our goals. SHA obtained approval from HUD for many of these activities through previous Annual Plans and other means prior to execution of the Amended and Restated MTW Agreement at the end of 2008. Prior to that time, MTW agencies were not required to specify the policy elements or waivers being used to implement an activity. To better understand how SHA is implementing MTW activities and to identify promising practices, SHA has made an effort to break down the specific elements of the initiative into distinct strategies where feasible.

In accordance with the required HUD format, activities are organized in sections based on whether they are active, not yet implemented, on hold or closed out. Some strategies within an activity may be inactive or closed out and are indicated as such under their appropriate heading.

To date, HUD has approved 22 MTW Activities, which are:

Active MTW activities

1. [Development simplification](#)
2. [Family Self-Sufficiency program](#)
3. [Inspection protocol](#)
5. [Local leases](#)
8. [Special purpose housing use](#)
9. [Project-based program](#)
10. [Local rent policy](#)
11. [Resource conservation](#)
12. [Waiting lists, preferences and admission](#)
13. [Homeownership and graduation from subsidy](#)
15. [Combined program management](#)
18. [Short-term assistance](#)
19. [Mobility and portability](#)
20. [Use of funds for local non-traditional affordable housing](#)
22. [Housing assistance for school stability](#)

Not yet implemented activities

None at this time

Activities on hold

4. [Investment policies](#)

Closed out activities

6. [MTW Block Grant and fungibility](#)
7. [Procurement](#)
14. [Related nonprofits](#)

16. [Local asset management program](#)
17. [Performance standards](#)
21. [Self-sufficiency assessment and planning](#)

In the following pages, we provide descriptions of these MTW activities that have been previously approved and describe any anticipated updates for 2027.

Within each approved activity, SHA structures the section with the required HUD data as well as a table of strategies. For convenience, SHA uses a numbering system to categorize strategies as agency-wide (noted with an “A” in the number), Housing Choice Voucher-specific (noted with an “H”) and Public Housing-specific strategies (noted with a “P”). These categorizations are neither official nor limiting in the application of the strategies. The dates in the “Year(s) updated” column are supplied for the purpose of enabling readers to easily find significant updates since a strategy was first identified.

Emergency response and recovery

In SHA’s 2021 MTW Plan, the agency established an emergency response and recovery protocol. In the event that a government body with authority over SHA’s jurisdiction (e.g., City of Seattle, King County, State of Washington, the federal government), SHA’s Board of Commissioners and/or SHA’s Executive Director (as authorized by the Board of Commissioners) declares a state of emergency, SHA may utilize state of emergency and recovery flexibilities outlined in its MTW plan during a state of emergency and subsequent recovery. The state of emergency declaration may last until the emergency has been deemed to end by the declaring body or the declaration expires. The recovery period may last up to 18 months following the state of emergency, unless an extension is necessary due to conditions that preclude staff and residents from undertaking regular operations. SHA does not anticipate enacting these precautions unless a state of emergency is declared sometime in the year.

A. Implemented activities

MTW Activity #1: Development simplification

Status

MTW Activity #1 was included in SHA’s 1999 MTW Agreement and first proposed in the 1999 Annual Plan. It was first implemented in 2004.

Description

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

Approved strategies in this activity are as below.

Strategy	Description	First identified	Current status	Year(s) updated ⁶
Agency-wide strategies				
1.A.01 (Recategorized from 1.P.03 in 2025)	Total Development Cost limits: Replace HUD's Total Development Cost limits with reasonable limits that reflect the local marketplace for quality construction.	1999 MTW Plan	Activated in 2025	2019 2025
Public Housing strategies				
1.P.01	Design guidelines: SHA may establish reasonable, modest design guidelines, unit size guidelines and unit amenity guidelines for development and redevelopment activities.	1999 MTW Agreement	Not yet implemented	None
1.P.02	Streamlined Public Housing acquisitions: Acquire properties for Public Housing without prior HUD approval, provided that HUD site selection criteria are met.	1999 MTW Agreement	Activated in 2004	None
1.P.03	Recategorized as 1.A.03 in 2025			
1.P.04	Streamlined mixed-finance closings: Utilize a streamlined process for mixed-finance closings	2000 MTW Plan	Activated in 2005	2005 2006 2012
1.P.05	Streamlined Public Housing demo/dispo process: Utilize a streamlined demolition/disposition protocol negotiated with the Special Applications Center for various Public Housing dispositions	2000 MTW Plan	Activated in 2004	2004 2006 2009 2012
1.P.06	Local blended subsidy: SHA may blend Public Housing and Housing Choice Voucher funds to subsidize units that serve households earning below 80 % of Area Median Income.	2018 MTW Plan	Not yet implemented	2019

2027 Updates

None.

Planned non-significant changes

None.

Planned significant changes

None.

⁶ Any years notated as XXXX-R indicate the update was included in an MTW Report. All other years indicate that the update was in an MTW Plan.

MTW activity #2: Family self-sufficiency program

Status

MTW activity #2 was first proposed in the 1999 Annual Plan. It was first implemented in 2018.

Description

SHA's JobLink program is an innovative initiative that combines family self-sufficiency (FSS) with other funding streams to allow participants streamlined access to multiple resources. JobLink's mission is to help SHA residents increase their income through employment. JobLink uses one-on-one coaching support to connect residents to employment, education and resources. The program is open to all SHA residents aged 18 and older and helps residents build job preparation and interview skills, teaches financial planning and literacy skills, supports residents to start a small business, connects residents with resources in the community such as childcare and transportation and helps residents sign up for college or vocational training, apply for jobs or explore buying a home.

MTW strategies have been designed to help JobLink expand its impact by providing incentives for participation and using local selection criteria, contract terms and escrow calculation methods. Escrow accounts and short-term incentives such as education, employment and emergency fund payments are distinct strategies and receipt of short-term incentives does not disqualify a household from receiving an escrow disbursement in the future.

As first approved in 2021, SHA may allow participants to provide select approvals and certifications over the phone, by email or other means in lieu of a signature.

SHA applies Strategies 2.A.03, 2.A.04, 2.A.06 and 2.A.07 to Emergency Housing Vouchers (EHVs), Family Unification Program (FUP) vouchers, Foster Youth to Independence (FYI) vouchers, Mainstream vouchers and Veterans Affairs Supportive Housing (VASH) vouchers.

Approved strategies in this activity are as below.

Strategy	Description	First identified	Current status	Year(s) updated
Agency-wide strategies				
2.A.01	FSS: Partner with City: Partner with the City of Seattle to share responsibilities and resources for a new integrated FSS program.	1999 MTW Plan	Not yet implemented	None
2.A.02	SJI preference + time limits: Preference for Seattle Jobs Initiative participants coupled with time limits.	1999 MTW Plan	Not yet implemented	None
2.A.03	FSS escrow accounts: Use local policies for determining escrow calculation, deposits, and withdrawals.	2007 MTW Plan	Activated in 2018	2017 2020 2021
2.A.04	FSS participation contract: Locally designed contract terms including length, extensions, interim goals, and graduation requirements.	2007 MTW Plan	Activated in 2018	2018 2020 2021

Strategy	Description	First identified	Current status	Year(s) updated
2.A.05	FSS Program Coordinating Committee: Restructure Program Coordinating Committee (PCC) to better align with program goals and local resources.	2007 MTW Plan	MTW authority not needed	None
2.A.06	FSS program incentives: Provide incentives to participants including those who do not receive escrow deposits, including program offerings for non-heads of household and other members not enrolled in HUD's FSS program.	2007 MTW Plan	Activated in 2018	2016 2018 2020 2021
2.A.07	FSS selection preferences: Up to 100 % of FSS enrollments may be selected by local preferences.	2007 MTW Plan	Activated in 2018	2016

2027 Updates

None.

Planned non-significant changes

None.

Planned significant changes

None.

MTW Activity #3: Inspection protocol

Status

MTW Activity #3 was first proposed in the 1999 Annual Plan. It was first implemented in 2001.

Description

SHA uses a cost-benefit approach to unit and property inspections. Current strategies in this approach include using SHA's own staff to complete Housing Quality Standard inspections of its properties with vouchers and inspecting residences on a less frequent schedule.

SHA applies Strategies 3.A.01, 3.A.03, 3.H.01 and 3.H.04 to EHV, FUP, FYI, Mainstream and VASH.

Approved strategies in this activity are as below.

Strategy	Description	First identified	Current status	Year(s) updated
Agency-wide strategies				
3.A.01	Private sector cost benefit and risk management approaches to	1999 MTW Plan	Activated in 2020	2003 2004

Strategy	Description	First identified	Current status	Year(s) updated
	inspections such as avoiding duplicative inspections by using other recent inspections for agencies such as the Washington State Housing Finance Commission.			2009 2012 2019 2020 2021
3.A.03 (Combined and reclassified from 3.H.03, 3.P.01)	Reduced frequency of inspections: Cost-benefit approach to housing inspections allows Seattle Housing to establish local inspection protocol, including less frequent inspections and interchangeable use of HQS/UPCS/UPCS-V/NSPIRE.	1999 MTW Plan	Activated in 2003	2002 2005 2009 2011 2013 2014 2017 2020 2021 2022 2023
Voucher strategies				
3.H.01	Inspect SHA-owned properties: Allows SHA staff, rather than a third-party entity, to complete inspections of SHA owned properties.	2000 MTW Plan	Activated in 2001	2000-R
3.H.02	Fines for no-shows at inspections: Impose fines on the landlord or participant for failing to be present at scheduled inspections.	2005 MTW Plan	Not yet implemented	2005-R 2006
3.H.03	Reclassified as 3.A.03			
3.H.04	Self-certification for minor fails: Self-certification by landlords of correction of minor failed inspection items.	2010 MTW Plan	Activated in 2021	2022
Public Housing strategies				
3.P.01	Reclassified as 3.A.03			

2027 Updates

None.

Planned non-significant changes

None.

Planned significant changes

None.

MTW Activity #5: Local leases

Status

MTW Activity #5 was first proposed in the 1999 Annual Plan. It was first implemented in 1999.

Description

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

As first approved in 2021, SHA may allow participants to provide select approvals and certifications over the phone, by email or other means in lieu of a signature.

SHA applies Strategy 5.H.01 to EHV, FUP, FYI, Mainstream and VASH.

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Agency-wide strategies				
5.A.01	Self-sufficiency requirement: All households receiving subsidy from SHA (Public Housing or voucher) in HOPE VI communities must participate in self-sufficiency activities.	1999 MTW Plan	Activated in 1999 Inactivated in 2022 Closed in 2023	2005 2005-R 2022 2023
Voucher strategies				
5.H.01 (Recategorized from 9.H.06 in 2021)	HAP contracts: SHA may modify the HAP contract and Tenancy Addendum.	2000 MTW Plan	Activated in 2000	2000-R 2021 2022
Public Housing strategies				
5.P.01	Local lease: SHA may implement its own lease, incorporating industry best practices.	2001 MTW Plan	Activated in 2011	2004 2005 2005-R 2009 2010 2011
5.P.02	Grievance procedures: Modify grievance policies to require tenants to remedy lease violations and be up to date in their rent payments before granting a grievance hearing for proposed tenancy terminations.	2008 MTW Plan	Closed in 2023	2023
5.P.03	Lease term for Public Housing units: SHA may offer lease renewals for six months or month-to-month time periods.	2009 MTW Plan	Activated in 2009	2012
5.P.04	Property-specific pet policies: SHA may establish pet policies, which may include the continuation or establishment of pet-free communities or limits on the types of pets allowed, on a building-by-building basis.	2011 MTW Plan	Activated in 2011	None
5.P.05	Leasing incentives: SHA may offer lease incentives to promote the leasing of a Public Housing unit	2017 MTW Plan	Activated in 2018	None

2027 Updates

None.

Planned non-significant changes

None.

Planned significant changes

None.

MTW Activity #8: Special purpose housing use

Status

MTW Activity #8 was first implemented prior to SHA being granted MTW status in 1999.

Description

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

Approved strategies in this activity are as below.

Strategy	Description	First identified	First implemented	Year(s) updated
Agency-wide strategies				
8.A.01	Conditional housing: Housing program for those who do not currently quite meet SHA's minimum qualifications	2000 MTW Plan	Not yet implemented	None
8.A.02	Program-specific waiting lists: Operate separate waiting lists (or no waiting list) for specific programs such as service enriched units.	2000 MTW Plan	Activated prior to MTW implementation	2009 2010-R 2019
8.A.03	Service-enriched housing: With the help of key partners, SHA may develop supportive housing communities.	2001 MTW Plan	Not yet implemented	None
Public Housing strategies				
8.P.01	Agency units for housing and related supportive services: Make residential units available for service-enriched housing by partner agencies.	1999 MTW Agreement	Activated prior to MTW implementation	2009 2010 2010-R

Strategy	Description	First identified	First implemented	Year(s) updated
8.P.02	Agency units for services: Make residential units available as space for community activities, management use and partner agencies providing services in and around the community.	1999 MTW Agreement	Activated prior to MTW implementation	2010-R 2011 2012 2015
8.P.03	Designate LIPH units for specific purposes/populations: SHA may designate properties/units for specific purposes such as elderly.	2000 MTW Plan	Activated in 2011	2001 2008 2010 2011
8.P.04	Definition of elderly: Allows change in definition of elderly for HUD-designated elderly preference Public Housing from 62 to 55.	2008 MTW Plan	Closed in 2023	2023
8.P.05	Pet-free environments: Establish pet-free environments in connection with selected service enriched housing.	2009 MTW Plan	Closed in 2023	2023

2027 Updates

None.

Planned non-significant changes

None.

Planned significant changes

None.

MTW Activity #9: Project-based program

Status

MTW Activity #9 was first proposed in the 1999 Annual Plan. It was first implemented in 2000.

Description

SHA uses MTW to develop and implement a local project-based program, providing vouchers to subsidize units in SHA-owned and privately owned properties throughout Seattle. SHA's project-based activities include a large number of MTW strategies to reduce costs, make project-based programs financially feasible for owners and provide housing choice in the city. The project-based program promotes housing choice through strategies such as offering site-specific waiting lists maintained by providers, expanding the definition of eligible unit types, allowing more project-based units per development, reallocating vouchers to programs and providers (not just units) and coupling housing assistance with services by working with partners. The project-based program reduces SHA's costs through strategies allowing project-based owners to self-certify selected inspections and maintain their own waiting list, reducing the frequency of inspections by SHA staff, streamlining admissions and non-competitively allocating subsidies to

SHA units. Project-based program strategies also allow for contract terms consistent with requirements for other leveraged funding sources.

As first approved in 2021, SHA may also allow participants to provide select approvals and certifications over the phone, by email or other means in lieu of a signature.

SHA applies Strategies 9.H.04, 9.H.05, 9.H.07, 9.H.08, 9.H.09, 9.H.10, 9.H.12, 9.H.13, 9.H.14 and 9.H.17 to FUP, FYI, Mainstream and VASH.

Approved strategies in this activity are as below:

Strategy	Description	First identified	Status	Year(s) updated
Voucher strategies				
9.H.01	Cost-benefit inspection approach: Allows SHA to establish local inspection protocol, including self-certification that inspection standards are met at time of move in for mid-year turnovers	1999 MTW Plan	Activated in 2004 Inactivated in 2021	2020
9.H.02	Assets in rent calculation: Only calculate income on assets declared as valuing \$5,000 or more.	2000 MTW Plan	Activated in 2005	None
9.H.03	Choice offered at beginning (no exit vouchers): Housing choice is offered at the beginning of the project-based admissions process (by nature of site-specific waiting lists). Exit vouchers are not offered.	2000 MTW Plan	Activated in 2000	2005
9.H.04	Contract term: Project-based commitments renewable up to 40 years.	2000 MTW Plan	Activated in 2000	None
9.H.05	Eligible unit types: Modify the types of housing accepted under a project-based contract - allows shared housing and transitional housing.	2000 MTW Plan	Activated in 2002	None
9.H.06	Recategorized as 5.H.01 (2021)			
9.H.07	Non-competitive allocation of assistance: Allocate project-based subsidy non-competitively to SHA controlled units, including non-contiguous project-based units within a portfolio.	2000 MTW Plan	Activated in 2000	2001 2005-R 2018
9.H.08	Owners may conduct new and turnover inspections: SHA may allow project-based owners to conduct their own new construction/rehab inspections and to complete unit turnover inspections	2000 MTW Plan	Activated in 2005	None
9.H.09	% of vouchers that may be project-based: Raise the %age of vouchers that may be project-based above HUD limits, including exclusion of replacement vouchers and calculation	2000 MTW Plan	Activated in 2000	2008 2008-R 2011 2016 2025

Strategy	Description	First identified	Status	Year(s) updated
	based on authorized number of vouchers.			
9.H.10	Unit cap per development: Waives the 25 % cap on the number of units that can be project-based in a multi-family building without supportive services or elderly/disabled designation.	2000 MTW Plan	Activated in 2008	None
9.H.11	Cap rent at 30 % of income: Project-based participants cannot pay more than 30 % of their adjusted income for rent and utilities.	2000 MTW Plan	Activated in 2000 Inactivated in 2011	2011
9.H.12	Streamlined admissions: SHA may streamline and centralize applications and waiting list processes for project-based HCV units.	2000 MTW Plan	Activated in 2000	2010-R 2017
9.H.13	Competitive allocation process: Commit vouchers to the City's competitive process for housing funding.	2004 MTW Plan	Activated in 2005 Inactivated in 2011	2011
9.H.14	Payment standards for SHA units: Allows higher Voucher Payment Standards for SHA-operated project-based units if needed to support the project budget (while still taking into account rent reasonableness).	2004 MTW Plan	Activated in 2004	2005-R
9.H.15	Subsidy cap in replacement units: Cap subsidy at levels affordable to households at 30 % AMI in project-based HOPE VI replacement units where SHA also contributed capital to write-down the unit's affordability to that level.	2004 MTW Plan	Activated in 2004 Inactivated in 2011	2011
9.H.16	Admit people with felony records under certain conditions: Allows for the admission into PBV units of people with Class B and Class C felonies on their records subject to time-limited sex offender registration requirements who do not, in the opinion of the owner of the subsidized units, constitute a threat to others.	2005 MTW Plan	Activated in 2005	2005-R
9.H.17	Program-based vouchers: Allocate floating voucher subsidy to a defined group of units or properties.	2003 MTW Plan	Activated in 2004	2003-R
9.H.18	Provider-based vouchers: Provide vouchers to selected agencies to couple with intensive supportive services. The agency master leases units and subleases to tenants.	2007 MTW Plan	Activated in 2007	None
9.H.19	Streamlined admissions and recertifications: SHA may streamline admissions and recertification processes for provider-based and project-based programs.	2009 MTW Plan	Not yet implemented	None

Strategy	Description	First identified	Status	Year(s) updated
9.H.20	Partners maintain own waiting lists: Allow partners to maintain waiting lists for partner-owned and/or operated units/vouchers and use own eligibility and suitability criteria.	2000 MTW Plan	Activated in 2000	None
9.H.21 (Recategorized from 9.H.20 in 2013)	COPEs housing assistance payment calculations: Count as zero income for residents who are living in project-based units at assisted living properties where Medicaid payments are made on their behalf through the COPEs system	2012 MTW Plan	Activated prior to MTW implementation	2013

2027 Updates

None.

Planned non-significant changes

None.

Planned significant changes

None.

MTW Activity #10: Local rent policy

Status

MTW Activity #10 was first proposed in the 2000 Annual Plan. It was first implemented in 2000.

Description

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

As first approved in 2021, SHA may allow participants to provide select approvals and certifications over the phone, by email or other means in lieu of a signature.

SHA applies Strategies 10.A.01, 10.A.02, 10.A.04, 10.A.05, 10.H.01, 10.H.02, 10.H.03, 10.H.04, 10.H.06, 10.H.09, 10.H.10, 10.H.14 and 10.H.15 to EHV, FUP, FYI, Mainstream and VASH.

Approved strategies in this activity are as below.

Strategy	Description	First identified	Current status	Year(s) updated
Agency-wide strategies				
10.A.01	Streamlined income verification: SHA may adopt local rules-regarding the length of time income verification is considered valid and a local verification hierarchy.	2014 MTW Plan	Activated in 2014	2020 2021 2022
10.A.02 (Recategorized from 10.P.23 in 2021)	Self-employment expenses: Households may declare employment expenses up to a set threshold of gross income without further validation of deductions.	2014 MTW Plan	Activated in 2015	2018 2019 2021
10.A.03	Mixed-status household subsidy calculation: SHA may prorate housing subsidy for mixed-status households as a per person or per household standard amount rather than using HUD's standard %age.	2023 MTW Plan	Activated in 2023 Closed in 2024-R	2024-R
10.A.04	Streamlined medical deduction: Seattle Housing Authority will allow self-certification of medical expenses	2010 MTW Plan	Activated in 2011	2015 2023-R 2025
10.A.05 (Combined 10.H.12 and 10.P.19 in 2023)	Asset income threshold: SHA will establish a threshold for calculating asset income to an amount up to \$50,000 and may allow self-certification of assets below the threshold.	2010 MTW Plan	Activated in 2010	2015 2023 2025
Voucher strategies				
10.H.01	Rent burden - include exempt income: Exempt income included for purposes of determining affordability of a unit in relation to 40 % of household income.	2000 MTW Plan	Activated in 2005	2005 2014
10.H.02	Rent cap - use gross income: Rent burden calculated on 40 % of gross Income, up from HUD's standard 30 % of adjusted income.	2000 MTW Plan	Activated in 2005	2003 2005
10.H.03	Rent reasonableness at SHA-owned units: Allows SHA staff to perform rent reasonable determination for SHA-owned units.	2000 MTW Plan	Activated in 2000	2006 2017
10.H.04	Payment standard: SHA may develop local voucher payment standards, including supplements for opportunity areas and different standards for market-rate housing, affordable housing and shared housing.	2003 MTW Plan	Activated in 2003	2003 2006 2008 2011 2012 2015 2016 2017 2018 2019 2020 2021
10.H.05	Absolute minimum rent: The minimum rent for all residents will be	2003 MTW Plan	Not yet implemented	2005

Strategy	Description	First identified	Current status	Year(s) updated
	established annually by SHA. No rent will be reduced below the minimum rent amount by a utility allowance.			
10.H.06	Payment standard for Single Room Occupancy units: SHA may use the studio payment standard for SRO units.	2003 MTW Plan	Activated in 2003	None
10.H.07	Tenant-based self-sufficiency incentives: Develop rent policies to foster self-sufficiency among employable households, including income disregards proportional to payroll tax, allowances for employment-related expenses, intensive employment services coupled with time limits and locally defined hardship waivers.	2005 MTW Plan	Not yet implemented	None
10.H.08	Imputed income from Temporary Assistance for Needy Families: Impute TANF income if household appears eligible and has not documented ineligibility. TANF not counted toward income if family is sanctioned.	2006 MTW Plan	Not yet implemented	None
10.H.09	Rent reasonableness streamlining: Allows SHA to streamline rent reasonable determinations, including automatic annual updates and shared housing.	2006 MTW Plan	Activated in 2016	2008 2016 2017 2018 2021
10.H.10	Income reviews conducted for households with 100 % elderly and/or disabled adults only every three years (within a period of 40 months).	2009 MTW Plan	Activated in 2010	2013 2014 2015 2020 2021
10.H.11	Recategorized as 13.H.02. See Activity #13.			
10.H.12	Recategorized as 10.A.05 in 2023-R.			
10.H.13	Recategorized as 10.A.04 in 2023.			
10.H.14	Simplified utility allowance schedule: HCV participants' rent will be adjusted for a Utility Estimate based on the number of bedrooms (defined as the lower of voucher size or actual unit size) and tenant responsibility for payment of energy, heat and sewer/water under their lease, with a proration for energy-efficient units.	2011 MTW Plan	Activated in 2011	2023
10.H.15	Disregard of student financial aid as income: SHA may disregard student financial aid as income.	2019 MTW Plan	Activated in 2019	2020
Public Housing strategies				
10.P.01	Absolute minimum rent: Tenants pay a minimum rent (\$50 or more) even if utility allowance would normally result	2000 MTW Plan	Activated in 2001	2005

Strategy	Description	First identified	Current status	Year(s) updated
	in a lower rental payment or reimbursement.			
10.P.02	Earned Income Disregard: HUD's Earned Income Disregard is not offered to Public Housing residents.	2000 MTW Plan	Activated in 2001	2000 2001
10.P.03	Income reviews conducted for households with 100 % elderly and/or disabled adults only every three years (within a period of 40 months).	2001 MTW Plan	Activated in 2004	2005 2013 2014 2015 2020 2021
10.P.04	Rent freezes: Voluntary rent policy freezes rent in two-year intervals.	2000 MTW Plan	Activated in 2000	2000 2001 2005
10.P.05	TANF rent calculation: Calculate TANF participant rent on 25 % of gross income.	2000 MTW Plan	Activated in 2000	2000 2001 2005
10.P.06	Tenant Trust Accounts: A portion of working Public Housing residents' income may be deposited in an escrow account for use toward self-sufficiency purposes.	2000 MTW Plan	Activated in 2000 Inactivated in 2012	2000 2001 2005 2010 2012
10.P.07	Ceiling rent two-year time limit: When a tenant's calculated rent reaches the ceiling rent for their unit, the rent will not be increased beyond the rent ceiling for 24 months.	2000 MTW Plan	Activated in 2001 Inactivated in 2012	2000 2001 2005 2012
10.P.08	Impute income from public benefits: SHA may impute income in rent calculation for tenants declaring no income who appear eligible for but decline to collect cash benefits	2000 Annual Plan	Activated in 2000	2000 2005 2013
10.P.09	Partners develop separate rent policies: Allow partner providers and HOPE VI communities to develop separate rent policies that are in line with program goals and/or to streamline.	2005 MTW Plan	Not yet implemented	None
10.P.10	Studio vs. one-bedroom: Differentiate rents for studios vs. one-bedroom units.	2005 MTW Plan	Not yet implemented	2005
10.P.11	Utility allowance - self-sufficiency and resource conservation: Change utility allowance where metering permits to encourage self-sufficiency and resource conservation.	2005 MTW Plan	Not yet implemented	None
10.P.12	Utility allowance schedule: SHA may change utility allowances on a schedule different for current residents and new move-ins.	2008 MTW Plan	Activated in 2008	None
10.P.13	Streamlined for fixed income: Further streamline rent policy and certification process for fixed income households,	2009 MTW Plan	Activated in 2014	2015

Strategy	Description	First identified	Current status	Year(s) updated
	including self-certification of medical expenses.			
10.P.14	Streamlined rent policy for partnership units: Allow non-profit partners operating Public Housing units to implement simplified rent policies.	2009 MTW Plan	Not yet implemented	None
10.P.15	Utility allowance - frequency of utility allowance updates: SHA may revise the schedule for reviewing and updating utility allowances due to fluctuations in utility rates.	2009 MTW Plan	Activated in 2010	2010 2018
10.P.16	Utility allowance - local benchmarks: SHA may develop new benchmarks for "a reasonable use of utilities by an energy conservative household" - the standard by which utility allowance are calculated.	2009 MTW Plan	Not yet implemented	None
10.P.17	Seattle Senior Housing Portfolio rent policy: Rents in SSHP units will be one of five flat rents based on the tenant's %age of Area Median Income, with annual adjustments and income reviews only every three years.	2011 MTW Plan	Activated in 2011	2018 2021
10.P.18	No HUD-defined flat rents: SHA does not offer tenants the choice of "flat rents" as required of non-MTW agencies.	2000 MTW Plan	Activated in 2001	2000 2017
10.P.19 (Recategorized from 10.P.17 in 2013)	Recategorized as 10.A.05 in 2023-R.			
10.P.20	Simplified Utility Assistance Payment for HOPE VI communities: HOPE VI participants receive a maximum level of consumption rather than reduction, and incentive for conservation. Annual adjustments are made at the next regularly scheduled annual review or update.	2013 MTW Plan	Activated in 2013	2014
10.P.21	Market rate rent: SHA may charge market rate rent as a penalty for noncompliance with the annual review process.	2005 MTW Plan	Activated in 2005	2015
10.P.22	Delay in rent increase for newly employed households: SHA may allow a longer notification period before rent increase if the increase is due to the resident becoming employed after at least six months of unemployment and is self-reported by the resident in a timely manner.	2014 MTW Report	Activated in 2014	2014
10.P.23	Self-employment expenses: Households may declare employment	2015 MTW Plan	Activated in 2015	2018 2019

Strategy	Description	First identified	Current status	Year(s) updated
	expenses up to a set threshold of gross income without further validation of deductions.			
Emergency response & recovery				
10.EM.01	States of emergency - certification deferrals: SHA may defer regular rent reviews for all household types during states of emergency and recovery until the agency has recovered from the crisis, as defined in the Introduction to Section IV. Residents retain applicable opportunities to have an interim review.	2020 MTW Plan	Activated in 2020	None

2027 Updates

None.

Planned non-significant changes

None.

Planned significant changes

None.

MTW Activity #11: Resource conservation

Status

MTW Activity #11 was first proposed in the 2000 Annual Plan. It was first implemented in 2000.

Description

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

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Public Housing strategies				
11.P.01	Energy protocol: Employ a cost-benefit approach for resource conservation in lieu of HUD-required energy audits every five years.	2000 MTW Plan	Activated in 2000	2004

2027 Updates

None.

Planned non-significant changes

None.

Planned significant changes

None.

MTW Activity #12: Waiting lists, preferences and admissions

Status

MTW Activity #12 was first proposed in the 2000 Annual Plan. It was first implemented in 2000.

Description

SHA's waiting list, preferences and admission strategies are primarily intended to increase efficiencies which, in turn, facilitate housing access. These MTW flexibilities include streamlining onerous administrative requirements to match local needs and allow nonprofit housing partners to administer their own waiting lists. Several of the streamlining practices developed over the years are no longer needed under MTW as they are now allowable practices for all housing authorities.

As first approved in 2021, SHA may allow participants to provide select approvals and certifications over the phone, by email or other means in lieu of a signature.

SHA applies Strategy 12.A.02 to EHV, FUP, FYI, Mainstream and VASH.

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Agency-wide strategies				
12.A.01	Local preferences: SHA may establish local preferences for federal housing programs.	2002 MTW Plan	Activated in 2002 Inactivated in 2011	2011
12.A.02 (Recategorized from 12.H.06 in 2021)	Streamlined eligibility verification: Streamline eligibility verification standards and processes, including allowing income verifications to be valid for up to 180 days.	2009 MTW Plan	Activated in 2013	2020 2021
Voucher strategies				
12.H.01	Recategorized as 9.H.20			
12.H.02	Voucher distribution through service provider agencies: Up to 30% of	2000 MTW Plan	Activated in 2002	2001 2003

Strategy	Description	First identified	Status	Year(s) updated
	SHA's tenant-based vouchers may be made available to local nonprofits, transitional housing providers and/or divisions of local government that provide direct services for use by their clients without regard to their client's position on SHA's waiting list.			
12.H.03	Special issuance vouchers: Establish a "special issuance" category of vouchers to address circumstances where timely issuance of vouchers can prevent homelessness or rent burden.	2003 MTW Plan	Activated in 2003	2017
12.H.04	Admit applicants owing SHA money: Provide voucher assistance to households owing SHA money from prior tenancy under specific circumstances - for example, if they enter into a repayment agreement.	2008 MTW Plan	Activated in 2008 Inactivated in 2010-R	2008-R
12.H.05	Limit eligibility for applicants in subsidized housing: Implement limits or conditions for tenants living in subsidized housing to participate in the HCV program. For example, before issuing a Public Housing resident a Housing Choice Voucher, they must fulfill the initial term of their Public Housing lease.	2008 MTW Plan	Activated in 2011	None
12.H.06	Recategorized as 12.A.02 (2021)			
Public Housing strategies				
12.P.01	Site-based waiting lists: Applicants can choose from several site-specific and/or next available waiting lists.	1999 MTW Plan	Activated in 1999 Inactivated in 2011	None
12.P.02	Partners maintain their own waiting lists: Allow partners to maintain waiting lists for partner-owned and/or operated units (traditional LIPH units, service provider units, etc.) and use their own eligibility and suitability criteria (including no waiting list).	2000 MTW Plan	Activated in 2000	None
12.P.03	Expedited waiting list: Allow applicants referred by selected partners (primarily transitional housing providers) to receive expedited processing and receive the "next available unit."	2004 MTW Plan	Activated in 2004 Inactivated in 2018	2005-R
12.P.04	No waiting list: Allow filling units without a waiting list.	2008 MTW Plan	Not yet implemented	None
12.P.05	Eligibility criteria: Create unique eligibility criteria for specific units or properties, such as service enriched units.	2008 MTW Plan	Closed in 2023	2023

Strategy	Description	First identified	Status	Year(s) updated
12.P.06	Seattle Senior Housing Program (SSHP) waiting list policy: SHA will not distinguish between senior and non-senior disabled households in filling vacancies in the SSHP portfolio based on bedroom size. The SSHP program will maintain a 90% senior, 10% non-senior disabled ratio at the AMP level.	2013 MTW Plan	Activated in 2013 Inactivated in 2023	2023

2027 Updates

None.

Planned non-significant changes

None.

Planned changes to metrics/data collection

None.

Planned significant changes

None.

MTW Activity #13: Homeownership and graduation from subsidy

Status

MTW Activity #13 was first proposed in the 2004 Annual Plan. It was first implemented in 2004.

Description

SHA provides support for multiple pathways through which households can successfully move on from housing subsidy, including homeownership and movement to unsubsidized rentals in the private market. These activities facilitate the goals of the family and the ability of SHA to serve additional families in need of housing assistance. These strategies include an End of Participation clock for households whose income has increased to the point where they no longer require substantial subsidy while allowing them to remain in an affordable Low-Income Housing Tax Credit unit and piloting incentives for positive tenant departures.

As first approved in 2021, SHA may allow participants to provide select approvals and certifications over the phone, by email or other means in lieu of a signature.

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Agency-wide strategies				
13.A.01	Down payment assistance: Allocate MTW funds to offer a local down payment assistance program.	2004 MTW Plan	Activated in 2004 Reactivated in 2021	2004-R 2007 2021 2022
13.A.02	Savings match incentive: Develop a program that matches savings and provides financial information for participating Public Housing and HCV households leaving subsidized housing for homeownership or unsubsidized rental units.	2012 MTW Plan	Activated in 2013 Reactivated in 2021	2021 2022
13.A.03 (formerly 13.H.01)	Mortgage assistance: Develop a homeownership program that includes mortgage subsidy.	2008 MTW Plan	Activated in 2021	2021
Voucher strategies				
13.H.01	Recategorized as 13.A.03 (2021)			
13.H.02	180-day EOP clock: The 180-day End of Participation “clock” due to income will start when a family’s HAP reaches \$50 or less.	2010 MTW Plan	Activated in 2010	2012 2021
Public Housing strategies				
13.P.01	End of Participation for higher income households in mixed-income communities: In mixed-income communities, SHA may remove subsidy when household income exceeds the established limit for six months.	2012 MTW Plan	Activated in 2016	2017 2018
13.P.02	Incentives for positive tenant departures and housing stability: SHA may provide a financial incentive to Public Housing households who vacate their unit in a manner consistent with SHA unit guidelines.	2019 MTW Plan	Activated in 2019	None

2027 Updates

None.

Planned non-significant changes

None.

Planned changes to metrics/data collection

None.

Planned significant changes

None.

MTW Activity #15: Combined program management

Status

MTW Activity #15 was first proposed in the 2008 Annual Plan. It was first implemented in 2008.

Description

In some of its communities/portfolios, SHA co-locates units funded through project-based vouchers and low-income Public Housing. Combining program management and policies for both types of units (referred to as Streamlined Low-Income Housing Program, or SLIHP, units) within the same community/portfolio reduces costs by eliminating redundancies, including duplicative rent reviews and inspections. It also avoids unnecessary disparities between tenants of the two different types of units. SHA's current implementation of this activity allows for all units subsidized by project-based Housing Choice Vouchers to be operated like Public Housing subsidized units in communities/portfolios that receive both types of subsidy. This streamlined approach includes transfer policies as well as acceptance of slight differences (generally less than \$1) in rent calculation caused by different data systems of record for vouchers and Public Housing.

SHA applies Strategy 15.A.01 to FUP, FYI, Mainstream and VASH.

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Agency-wide strategies				
15.A.01	Combined program management: Combined program management for project-based vouchers co-located with Public Housing or other units in communities operating both subsidy types.	2008 MTW Plan	Activated in 2008	2008-R 2009 2010 2014 2018

2027 Updates

None.

Planned non-significant changes

None.

Planned changes to metrics/data collection

None.

Planned significant changes

None.

MTW Activity #18: Short-term assistance

Status

MTW Activity #18 was first proposed in the 2013 Annual Plan. It was first implemented in 2013.

Description

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

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

SHA applies 18.A.02 and 18.A.03 to EHV, FUP, FYI, Mainstream and VASH.

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Agency-wide strategies				
18.A.01	Interagency Domestic Violence Transfer Program: SHA may join an inter-jurisdictional transfer program to assist residents and program participants who become victims of domestic violence.	2014 MTW Plan	Closed in 2023	2023
18.A.02	Emergency assistance for housing stability: SHA may disregard one-time or short-term emergency assistance from other sources to prevent households from losing their housing in determining eligibility and rent contribution.	2014 MTW Plan	Activated in 2014	None
18.A.03 (Recategorized from 18.H.01 in 2021)	Short-Term Rental Assistance: SHA may provide funding for short-term shallow rental assistance through cooperative community initiatives to help families, students, adults and youth obtain and retain housing.	2013 MTW Plan	Activated in 2013	2014 2015 2016 2021
Voucher strategies				
18.H.01	Recategorized as 18.A.03 (2021)			

2027 Updates

None.

Planned non-significant changes

None.

Planned significant changes

None.

MTW Activity #19: Mobility and portability

Status

MTW Activity #19 was first proposed in the 2013 Annual Plan. It was first implemented in 2015.

Description

Mobility and portability strategies are designed to support cost effectiveness and to increase access to targeted units and neighborhoods for voucher holders.

SHA applies Strategies 19.H.02 and 19.H.03 to EHV, FUP, FYI, Mainstream and VASH.

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Voucher strategies				
19.H.01	Limiting portability in high-cost areas: SHA may deny requests for portability moves to another jurisdiction when the receiving housing authority intends to administer rather than absorb the voucher and the resulting payment standard would be higher than SHA's payment standard.	2013 MTW Plan	Closed in 2023	2023
19.H.02	Housing choice moving cost assistance and support: SHA may develop a program for voucher households to provide assistance with housing search, access supplements, deposits and similar costs, outreach and incentives for landlord participation such as risk reduction funds and access supplements.	2014 MTW Plan	Activated in 2015	2015 2017 2018 2022
19.H.03	One-year residency requirement before porting out: SHA may require that Housing Choice Voucher households live in Seattle for one year before moving with their voucher to a different community.	2015 MTW Plan	Activated in 2015	None
19.H.04	Streamlined local timelines and processes for improved leasing success: SHA may modify leasing	2019 MTW Plan	Activated in 2019	None

Strategy	Description	First identified	Status	Year(s) updated
	timelines and processes to support leasing success and improve efficiency			

2027 Updates

None.

Planned non-significant changes

None.

Planned significant changes

None.

MTW Activity #20: Local non-traditional affordable housing strategies

Status

MTW Activity #20 was first proposed in the 2013 Annual Plan, per HUD guidance. It was first implemented in 1999.

Description

SHA sometimes uses federal funds to support affordable housing outside of the standard Public Housing and Housing Choice Voucher programs. This activity includes both short- and long-term funding for development, capital improvement and maintenance of affordable housing units. It may also provide financial maintenance, such as the contribution of funds to meet an established Debt Coverage Ratio, required for continued operation of the affordable units. SHA follows applicable requirements regarding Local, Non-Traditional use of MTW funds.

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Agency-wide strategies				
20.A.01	Use of funds for Local, Non-Traditional affordable housing: SHA may use federal funds to develop, capially improve, maintain and operate affordable housing outside of the traditional Public Housing and Housing Choice Voucher programs.	2013 MTW Plan	First used in 2011	2013-R 2015
20.A.02	Reintegration Housing Program: SHA may operate a program to provide short-term bridge housing for households with at least one member	2024 MTW Plan	Activated in 2024	None

Strategy	Description	First identified	Status	Year(s) updated
	returning to the community from incarceration.			

2027 Updates

None.

Planned non-significant changes

None.

Planned significant changes

None.

MTW Activity #22: Housing assistance for school stability

Status

MTW Activity #22 was first proposed in the 2016 Annual Plan. It was first implemented in 2016.

Description

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

SHA provides housing assistance to participating families, using multiple means as available, including prioritizing preference for participating families for admission into units within the selected neighborhood, as well as tenant-based vouchers for participating families, with use limited to the school neighborhood. For new participants, partnering service providers provide outreach, enrollment and pre- and post-move support, including services such as housing search, assistance with barriers to leasing such as lack of security deposit and utility arrears and connecting families to neighborhood resources and services.

Participation in the program is voluntary and priority for new participants is given to literally homeless families. To continue to receive SHA housing assistance, participating families must remain in the school neighborhood until their children graduate from elementary school.

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Agency-wide strategies				

Strategy	Description	First identified	Status	Year(s) updated
22.A.01	Housing assistance for school stability: SHA may provide housing assistance for homeless or unstably housed low-income families with children at selected neighborhood schools.	2016 MTW Plan	Activated in 2016	2025

2027 Updates

None.

Planned non-significant changes

None.

Planned significant changes

None.

B. Not-yet-implemented activities

SHA has no activities that have not yet been implemented.

C. Activities on hold

MTW Activity #4: Investment policies

Status

MTW Activity #4 was first proposed in the 1999 Annual Plan. It was first implemented in 1999. The activity was placed on hold in 2013.

Description

SHA's MTW investment policies give the agency greater freedom to pursue additional opportunities to build revenue by making investments allowable under Washington State's investment policies in addition to HUD's investment policies. Each year, SHA assesses potential investments and makes a decision about whether this MTW flexibility will be needed. In 2018 investment flexibility was not needed and all SHA investments followed HUD policies.

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Agency-wide strategies				
4.A.01	Investment policies: SHA may replace HUD investment policies with Washington State investment policies.	1999 MTW Plan	Activated in 1999 Placed on hold in 2013	1999 2017 2019 2025-R

Reactivation

SHA annually assesses potential investments to determine which investment policies are most beneficial. MTW alternate investment policies are not anticipated to be needed in 2027. However, SHA continues to revisit its investment strategies annually in consideration of both the agency's financial plans and available investment opportunities. This activity does not attempt to provide any flexibility to the cash management requirements in 2 CFR 200 or the regulations requiring a General Depository Agreement.

Planned non-significant changes

None.

D. Closed out activities

MTW Activity #6: MTW block grant and fungibility

Status

MTW Activity #6 was included in SHA's 1999 MTW Agreement. It was first implemented in 1999. The activity was closed out in 2011.

Description

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Agency-wide strategies				
6.A.01	MTW Block Grant: SHA combines all eligible funding sources into a single MTW Block Grant used to support eligible activities.	1999 MTW Agreement	Activated in 1999 Closed out in 2011	None
6.A.02	Obligation and expenditure timelines: SHA may establish timelines for the obligation and expenditure of MTW funds	1999 MTW Agreement	Activated in 1999 Closed out in 2011	2003-R
6.A.03	Operating reserve: Maintain an operating reserve consistent with sound management practices	1999 MTW Agreement	Activated in 1999 Closed out in 2011	None
Voucher strategies				
6.H.01	Utilization goals: Utilization defined by use of budget authority	2003 MTW Plan	Activated in 2003 Closed out in 2011	None

Reason for closing

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

MTW Activity #7: Procurement

Status

MTW Activity #7 was included in SHA's 1999 MTW Agreement. It was first implemented in 1999. This activity was closed out per HUD guidance in 2011.

Description

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Agency-wide strategies				
7.A.01	Construction contract: Locally-designed form of construction contract that retains HUD requirements while providing more protection for SHA	1999 MTW Plan	Activated in 1999 Closed out in 2011	None
7.A.02	Procurement policies: Adopt alternative procurement system that is competitive and results in SHA paying reasonable prices to qualified contractors	1999 MTW Plan	Activated in 1999 Closed out in 2011	None
7.A.03	Wage rate monitoring: Simplified process for monitoring the payment of prevailing wages by contractors	1999 MTW Plan	Activated in 1999 Closed out in 2011	2003 2006

Reason for closing

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

MTW Activity #14: Related nonprofits

Status

MTW Activity #14 was first proposed in the 2004 Annual Plan. It was never implemented. The activity was closed out in 2013.

Description

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Agency-wide strategies				
14.A.01	Related non-profit contracts: SHA may enter into contracts with any related nonprofit.	2004 MTW Plan	Never implemented Closed out in 2013	None

Reason for closing

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

MTW Activity #16: Local asset management program (LAMP)

Status

MTW Activity #16 was included in SHA's 2000 MTW Plan. It was first implemented in 2000. The activity was closed out in 2013.

Description

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Agency-wide strategies				
29 (Archival numbering system)	Local asset management program: Use asset management principles to optimize housing and services	2000 MTW Plan	Activated in 2000 Closed out in 2013	None

Reason for closing

Although SHA maintains the authority to implement the LAMP, and the continued operation of the LAMP remains an essential element of the agency's participation in the MTW program, this activity may be considered closed out at HUD's request as of 2013.

MTW Activity #17: Performance standards

Status

MTW Activity #17 was included in SHA's 1999 MTW Agreement. It was first implemented in 1999. The activity was closed out in 2014.

Description

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Agency-wide strategies				
30 (Archival numbering system)	Local performance standards in lieu of HUD measures: Develop locally relevant performance standards and benchmarks to evaluate the agency performance in lieu of HUD's Public Housing Assessment System (PHAS)	1999 MTW Plan	Activated in 1999 Closed out in 2014	None

Reason for closing

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

MTW Activity #21: Self-sufficiency assessment and plan

Status

MTW Activity #21 was first proposed in the 2015 Annual Plan. It has not been implemented. Subsequent amendments to the activity are included in the table below. The activity was placed on hold in 2017 and closed out in 2025.

Description

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

Approved strategies in this activity are as below.

Strategy	Description	First identified	Status	Year(s) updated
Agency-wide strategies				
21.A.01	Self-sufficiency assessment and plan: SHA may make self -sufficiency assessments and planning mandatory for work-able adults	2015 MTW Plan	Closed in 2025	2019 2025-R

Reason for closing

Activity 21 was created to support the pilot of a local self-sufficiency program, the Workforce Opportunity System, which began in 2015 and ended in 2017 and became the basis for SHA's JobLink program (see Activity 2 for details on the JobLink program, as well as the [JobLink page on SHA's website](#)). The innovations specific to this activity (population targeting, individual assessments and connections to community resources) do not require MTW flexibility to enact and the goals of the pilot were reached. In addition, JobLink is overenrolled year-over-year due to high demand. As such, SHA will closed out *Activity 21: Self-Sufficiency Assessment and Plan* as of the 2025 MTW Report.

V. Planned application of MTW funds

A. Planned application of MTW funds

i. Estimated sources of MTW funds

FDS line item number	FDS line item name	Dollar amount
70500 (70300+70400)	Total tenant revenue	\$17,635,000
70600	HUD PHA operating grants	\$ 276,021,000
70610	Capital grants	\$ 16,841,000
70700 (70710+70720+70730+70740+70750)	Total fee revenue	\$0
71100+72000	Interest income	\$0
71600	Gain or loss on sale of capital assets	N/A
71200+71300+71310+71400+71500	Other income	\$2,320,000
70000	Total revenue	\$312,817,000

ii. Estimated application of MTW funds

FDS line item number	FDS line item name	Dollar amount
91000 (91100+91200+91400+91500+91600+ 91700+91800+91900)	Total operating - Administrative	\$43,938,000
91300+91310+92000	Management fee expense	\$11,027,000
91810	Allocated overhead	N/A
92500 (92100+92200+92300+92400)	Total tenant services	\$409,000
93000 (93100+93600+93200+93300+93400+ 93800)	Total utilities	\$ 6,848,000
93500+93700	Labor	N/A
94000 (94100+94200+94300+94500)	Total ordinary maintenance	\$ 20,951,000
95000 (95100+95200+95300+95500)	Total protective services	\$ 2,679,000
96100 (96110+96120+96130+96140)	Total insurance premiums	\$ 2,511,000
96000 (96200+96210+96300+96400+96500+ 96600+96800)	Total other general expenses	\$ 1,738,000
96700 (96710+96720+96730)	Total interest expense & amortization cost	N/A
97100+97200	Total extraordinary maintenance	\$0
97300+97350	HAP + HAP portability-in	\$ 175,685,000
97400	Depreciation expense	N/A
97500+97600+97700+97800	All other expense	\$0

FDS line item number	FDS line item name	Dollar amount
90000	Total expenses	\$ 265,786,000

Please describe any variance between estimated total revenue and estimated total expenses:

Estimated MTW Sources exceed Estimated MTW Uses for several reasons.

1. The summary of expenditures table excludes MTW-funded capital projects, which account for approximately \$20.5 million. The Seattle Housing Authority's (SHA) planned capital expense budget is not included in the Uses table, despite capital being listed as a source.
2. Additionally, the Uses table does not account for \$17.7 million that SHA plans to allocate to support the Community Services and JobLink divisions. These divisions provide vital support to low-income housing residents including community building, digital navigator team, academic support for youth and families, and connecting residents to education and career pathways to enhance financial and economic security among SHA public housing residents.
3. The Uses table excludes \$3.8 million designated for the operation of parks in low-income communities, and the administration of development program
4. The Uses table also excludes approximately \$6.3 million designated to support local non-traditional housing programs, cover grant administrative fees, and unplanned increase in expenses and overhead.
5. The use table above does not include approximately \$20.2 million additional planned capital work, capital administration, and other planned expenditures for 2027. SHA plans to use prior year funds to finance these expenditures and other eligible spending not covered by the 2027 planned expenditures.

iii. Description of planned application of MTW funding flexibility

Planned application of MTW funding flexibility in 2027

As authorized under the Seattle Housing Authority's original MTW Agreement and continued under the Amended and Restated MTW Agreement extended through 2038, the agency continues to use single-fund flexibility. The MTW program provides regulatory and funding flexibility that the agency implements and is reflected in the LAMP: Single-fund flexibility supports the agency's low-income housing programs and services, its local partnerships, that have been designed to meet the local needs of low income households. In addition, Seattle Housing Authority exercises its MTW authority to further the three statutory objectives of the MTW program, while also furthering our mission, cost objectives, maintaining statutory compliance, and meeting local housing needs.

The agency analyzes its housing, rental assistance, tenant and community services, sustainability services, administrative, and capital needs annually through the budget process to determine the level of service and resource needs to meet the agency's strategic objectives. Seattle Housing Authority's single-fund flexibility allows allocation of federal funding from the Section 8 and Section 9 programs among the various Seattle Housing Authority programs. This enables the agency to balance mixes of housing types, tenant services, administrative support, and capital investments in preservation and development of low-income housing. It also enables the agency to tailor resource allocation to best achieve our cost, program, and strategic objectives and maximize our services to low-income residents and applicants to meet their varied needs.

The majority of Seattle Housing Authority's use of its MTW single fund authority is focused on subsidizing low households through units own by the agency as well as through the HCV program. The rest of the activities support low-income housing development and preservation, and services for Low-Income Public Housing and Housing Choice Voucher participants. Examples are:

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

Single fund flexibility enables the Seattle Housing Authority to:

- Evaluate and find long term financial stability options to strategically address capital and operating needs and environmental sustainability of our communities.
- Increase security at communities to enhance security system and improve safety and security.
- Improve housing quality through unit repairs and unit upgrades, reduce workorder backlogs.
- Continue to improve the support for residents struggling with clutter in their units.
- Increase resident support service to better connect them with services.
- Enhance tenant services and support aging-in-place initiatives
- Strengthen communication with residents and better them about planned projects.

B. Planned application of SHA's unspent operating fund and HCV funding

Original funding source	Beginning of 2026 - unspent balances	Planned application of PHA unspent funds during 2026
HCV HAP*	\$ 30,701,120	\$ 30,701,120
HCV admin fee		
PH operating subsidy	\$ 17,515,621	\$ 13,311,552
Total:	\$48,216,741	\$44,012,627

Description of planned expenditures of unspent operating fund and HCV funding:

From the Operating Subsidy beginning balance, SHA committed \$5,000,000 to the redevelopment of Jackson Park. The Jackson Park Village redevelopment will replace 41 aging units with new construction that adds approximately 59 additional units of housing. Construction is anticipated to continue through 2027 and will be supported by MTW funds and other financing sources. SHA also plans to use \$8.3 million in the prior year Operating Subsidy for capital improvement across various AMPs. These funds were originally held within former partnership-owned properties and returned to SHA when the partnerships dissolved. SHA estimates there will be \$4.2 million remaining balance in property reserves by the end of 2027.

Through the Housing Choice Voucher (HCV) fund, SHA has committed a total of \$8.1 million toward the redevelopment of Jackson Park Village. SHA plans to use the remaining \$22.6 million of prior year HCV fund for Capital projects obligated.

In 2027, the construction and development of Jackson Park Village is expected to require \$41.8 million. Of this amount, \$23.3 million is expected to be funded through bond financing, with the remaining \$18.5 million funded through SHA sources. The \$18.5 million includes the \$5.0 million previously committed from Operating Subsidy and the \$8.1 million committed from HCV fund.

SHA plans to maintain its reserve balance for the Operating Subsidy in order to meet unforeseen urgent and emergency needs that may arise in the future. SHA does not presently have more than 4 months of reserves, which is the limit set for the 39 MTW agencies under the 2016 appropriation bill.

C. Local asset management plan

- i. Is SHA allocating costs within statute?
- ii. Is SHA implementing a local asset management plan (LAMP)?
- iii. Has SHA provided a LAMP in the appendix?

- iv. **If SHA has provided a LAMP in the appendix, please describe any proposed changes to the LAMP in 2027 or state that SHA does not plan to make any changes in 2027.**

No materials changes have been made to the LAMP.

Pursuant to the requirements of OMB Super Circular Part 200, the Indirect Service Fee (IDSF) is determined in a reasonable and consistent manner based on projected total units and leased vouchers. The IDSF is a per-housing-unit or per-leased-voucher fee per month charged to each program. For the 2027 budget, the per-unit-month (PUM) cost will be \$75.33 for housing units and \$28.95 for leased vouchers.

As part of the IDSF calculation, MTW Block Grant revenues can also be used to support any positive or negative budget variance as part of the annual reconciliation process.

D. Rental Assistance Demonstration participation

- i. **Description of Rental Assistance Demonstration (RAD) participation**

Rental Assistance Demonstration (RAD) participation

N/A

- ii. **Has SHA submitted a RAD significant amendment in the appendix?**

No

- iii. **If SHA has provided a RAD significant amendment in the appendix, please state whether it is the first RAD significant amendment submitted or describe any proposed changes from the prior RAD significant amendment.**

N/A

VI. Administrative

A. Board Resolution and Certifications of Compliance

SHA's Board of Commissioners will vote to adopt the Annual MTW Plan on October 13, 2026. The signed Resolution and Certifications of Compliance (Form HUD-50900) will be included in Appendix C of the MTW Plan. The signed Certification of Consistency with the Consolidated Plan (Form HUD-2991) will also be included in this appendix.

B. Documentation of public process

The public comment period for the MTW Annual Plan will begin on August 31, 2026 and will conclude on September 30, 2026. SHA is conducting outreach to participants and the public throughout the public comment period to make them aware of the availability of the Plan and ability to provide public comment, including posting in the *Daily Journal of Commerce*, writing articles for *The Voice* (a resident e-newsletter that reaches thousands) and posting flyers in buildings and common areas. The draft Plan is publicly available on SHA's website (www.seattlehousing.org) and hard copies are available by request. A public hearing will be held on September 15, 2026 at SHA's Central Office. Language interpretation and disability accommodations are available by request. Staff will review all comments received during this process thoroughly and make changes to the MTW Plan if required as a result of these comments.

Documentation of the public process will be presented to the Board of Commissioners on October 5, 2026 and can be made available to HUD upon request.

C. Planned and ongoing evaluations

SHA is not currently engaged in any third-party agency-wide evaluations of its MTW program. No external MTW evaluations are planned for 2027.

D. Lobbying disclosures

The signed Disclosure of Lobbying Activities (SF-LLL) and Certification of Payments (Form HUD-50071) will be included in Appendix C of the final draft of the MTW Plan.

Appendix A: Planned existing project-based vouchers

The table below consists of the tenant-based vouchers that SHA is currently planning to project base in 2027. Some properties may have more than one existing AHAP/HAP contract with SHA and may be listed two or more times. This section meets the requirements prescribed in HUD Form 50900 Section II.A.iv. "Planned Existing Project Based Vouchers."

Project Name	Allocation	Planned Status At End of Year	RAD?	Purpose
2163	29	Ongoing	No	2016 Levy
2163	5	Ongoing	No	VASH
104th Street Townhomes	3	Ongoing	No	Replacement
13th and Fir	92	Ongoing	No	Replacement
A Place of Our Own	19	Ongoing	No	Sound Families
Albion Place	12	Ongoing	No	Other-Preservation
Alder Crest	8	Ongoing	No	Sound Families
Alderbrook Place (formerly CPC Alderbrook)	2	Ongoing	No	Other-Preservation
Almquist Apartments	52	Ongoing	No	2016 Levy
Almquist Apartments Mainstream	50	Ongoing	No	Mainstream
Arbora Court	40	Ongoing	No	2009 Levy
Aridell Mitchell Home	6	Ongoing	No	2002 RFP
Arion Court	36	Ongoing	Yes	RAD
Aspen Terrace	40	Ongoing	No	VASH
Aspen Terrace II	2	Ongoing	No	VASH
Aurora House	30	Ongoing	No	2009 Levy
Avalon Place	9	Ongoing	No	2002 Levy
Baldwin Apartments	15	Ongoing	No	Replacement
Bayview Tower	49	Ongoing	No	Opt-In
Beacon House	6	Ongoing	No	Other-Preservation
Beacon Pacific Village	31	Ongoing	No	2024 Opportunity
Bellevue/Olive Apartments	5	Ongoing	No	Replacement
Bergan Place - 2163	2	Ongoing	No	2163 Homeless
Bergan Place - HPR	8	Ongoing	No	Replacement
Brettler Family Place I and II	51	Ongoing	No	2002 Levy

Brettler Family Place III	21	Ongoing	No	Replacement
Broadway Crossing - HP	10	Ongoing	No	Replacement
Broadway Crossing - SF	9	Ongoing	No	Sound Families
Bush Hotel	7	Ongoing	No	2002 RFP
Casa Pacifica - High Pt Replacement	6	Ongoing	No	Replacement
Casa Pacifica Apartments	5	Ongoing	No	Replacement
Cascade Court - SF	3	Ongoing	No	Sound Families
Cascade Court Apartments	5	Ongoing	No	Replacement
Cate Apartments - HP	10	Ongoing	No	Replacement
Cate Apartments - SF	15	Ongoing	No	Sound Families
Cedar Crossing	7	Ongoing	No	BuyUp
Centerwood Apartments	2	Ongoing	No	2002 RFP
Cluster SMH	14	Ongoing	No	2001 RFP
Colonial Gardens	20	Ongoing	No	Replacement
Colwell Building	16	Ongoing	No	2006 RFP
Compass Broadview	18	Ongoing	No	2009 Levy
Compass Cascade	33	Ongoing	No	2001 RFP
Compass on Dexter	36	Ongoing	No	2009 Levy
Compass on Dexter (VASH)	10	Ongoing	No	VASH
Council House	30	Ongoing	No	Preservation
Crestwood Place Apartments	6	Ongoing	No	Replacement
Croft Place	7	Ongoing	No	Sound Families
David Colwell Building	25	Ongoing	No	Replacement
Dekko Place	5	Ongoing	No	Replacement
Delridge Heights Apts	3	Ongoing	No	2002 RFP
Delridge Triplexes	6	Ongoing	No	Replacement
Denny Park Apts-H.P. Replacement	5	Ongoing	No	Replacement
Denny Park Apts-Sound Families	8	Ongoing	No	Sound Families
DESC - PACT	12	Ongoing	No	Provider Based
Eastern Hotel	4	Ongoing	No	2002 RFP
Eastlake Supportive Hsng	25	Ongoing	No	2001 RFP
Emerald City Commons	12	Ongoing	No	Replacement
Ernestine Anderson Place	33	Ongoing	No	2009 Levy
Ernestine Anderson Place (VASH)	8	Ongoing	No	VASH
Estelle Supportive Housing	15	Ongoing	No	2009 Levy
Evans House	49	Ongoing	No	2002 Levy

Fir Street Apartments	7	Ongoing	No	Replacement
First Place	4	Ongoing	No	Sound Families
Four Freedoms House	126	Ongoing	No	Preservation
Four Freedoms House	25	Ongoing	No	2006 RFP
Fremont Solstice Apartments - Sound Families	6	Ongoing	No	Sound Families
Gardner House	6	Ongoing	No	2016 Levy
Gardner House - Mainstream	22	Ongoing	No	Mainstream
Genessee-R.V. Replacement	17	Ongoing	No	Replacement
Genessee-Sound Families	3	Ongoing	No	Sound Families
George Fleming	15	Ongoing	No	VASH
Golden Sunset	58	Ongoing	No	Opt-In
Gossett Place - Levy	28	Ongoing	No	2009 Levy
Gossett Place - Replacement	12	Ongoing	No	Replacement
Gossett Place - VASH	10	Ongoing	No	VASH
Gossett Place - VASH 2014	10	Ongoing	No	VASH
High Point - SHA	100	Ongoing	No	Replacement
Hilltop House PB	30	Ongoing	No	2006 RFP
Hinoki Apartments	82	Ongoing	No	Replacement
Hoa Mai Gardens	70	Ongoing	No	Replacement
Hobson Place	63	Ongoing	No	2016 Levy
Hobson Place II	26	Ongoing	No	2024 Opportunity
Holden Manor	1	Ongoing	No	2002 RFP
Holden St Family Hsg (Sta Teresita del Nino Jesus)	25	Ongoing	No	Sound Families
Holiday Apts	6	Ongoing	No	Sound Families
Humphrey House	78	Ongoing	No	2002 Levy
Humphrey House - VASH	3	Ongoing	No	VASH
Imani Village	8	Ongoing	No	Replacement
Jefferson Terrace	283	Ongoing	No	Disposition
John Fox Place	26	Ongoing	No	2024 Opportunity
Josephinum	25	Ongoing	No	2006 RFP
Josephinum Apartments - VASH	3	Ongoing	No	VASH
Josephinum Stability Project	49	Ongoing	No	2009 Levy
Judkins Park - HP	4	Ongoing	No	Replacement
Judkins Park - SF	4	Ongoing	No	Sound Families

Julie Apartments	20	Ongoing	No	2002 RFP
Julie Apartments	2	Ongoing	No	2006 RFP
Julie Apts	6	Ongoing	No	2009 Levy
Karlstrom	17	Ongoing	No	2002 Levy
Kebero Court	83	Ongoing	No	Replacement
Kenyon Housing	18	Ongoing	No	HOPWA
Kerner-Scott House	15	Ongoing	No	2001 RFP
Kingway Apartments	16	Ongoing	No	Sound Families
Kristin Benson Place	77	Ongoing	No	2016 Levy
Lake City Commons	15	Ongoing	No	Replacement
Lake Washington Apartments	37	Ongoing	No	Replacement
Lakeview Apartments	15	Ongoing	No	Replacement
Lakeview Apartments	5	Ongoing	No	Replacement
Lakeview Apartments	6	Ongoing	No	2006 RFP
Legacy House	22	Ongoing	No	2002 RFP
Leschi House	35	Ongoing	No	Preservation
Lewiston Apartments	28	Ongoing	No	Levy
Lewiston Apartments (Mainstream)	7	Ongoing	No	Mainstream
Lincoln Apartments	4	Ongoing	No	2006 RFP
Longfellow Creek - VASH	1	Ongoing	No	VASH
Lyon Building	24	Ongoing	Yes	RAD
Lyon Building	12	Ongoing	No	2006 RFP
Main Street Apartments	2	Ongoing	No	Replacement
Main Street Place	8	Ongoing	No	Replacement
Marion West	25	Ongoing	No	2009 Levy
Market Terrace	13	Ongoing	No	Opt-In
Martin Court - RFP Units	28	Ongoing	No	2002 RFP
Martin Court - SF	13	Ongoing	No	Sound Families
Martin Luther King Jr Apartments	10	Ongoing	No	Opt-In
Martina Apartments (fka CHS Greenwood)	66	Ongoing	No	2016 Levy
Mary Avenue Townhomes	8	Ongoing	No	Replacement
McDermott Place	15	Ongoing	No	2002 Levy
McDermott Place - VASH	10	Ongoing	No	VASH
McDermott Place (Lk City Ct) - VASH-2	10	Ongoing	No	VASH
McDermott Place(Lk City Ct) - High Pt Replacement	10	Ongoing	No	Replacement

McDermott Place-VASH'15	10	Ongoing	No	VASH
MeadowBrook View Apts	15	Ongoing	No	Sound Families
Mercer Court	3	Ongoing	No	Replacement
MLK Family Housing - SF	10	Ongoing	No	Sound Families
MLK Housing - Katharine's Place	5	Ongoing	No	Replacement
MLK Properties	6	Ongoing	No	Replacement
Monicas Village Place	38	Ongoing	No	Sound Families
Montridge Arms	13	Ongoing	No	Replacement
Morrison Hotel	190	Ongoing	No	Other-Preservation
Mt. Baker Village	142	Ongoing	Yes	RAD
Muslim Housing	10	Ongoing	No	Sound Families
Nhon's House	4	Ongoing	No	Replacement
Nihonmachi Terrace-HP Replacement	20	Ongoing	No	Replacement
Nihonmachi Terrace-Sound Families	5	Ongoing	No	Sound Families
Norman Street Apartments	15	Ongoing	No	Replacement
North Star	42	Ongoing	No	2024 Opportunity
NP Hotel	5	Ongoing	No	2002 RFP
Oleta Apartments	6	Ongoing	No	2006 RFP
One Community Commons	5	Ongoing	No	2002 Levy
One Community Commons - SF & HP	7	Ongoing	No	Sound Families
Opportunity Place	144	Ongoing	No	2001 RFP
Ozanam House formerly Westlake II	29	Ongoing	No	2002 Levy
Pacific Hotel	6	Ongoing	No	2006 RFP
Palo Studios at the Josephinum	7	Ongoing	No	2163 Homeless
Pantages Apartments-HP Replacement	10	Ongoing	No	Replacement
Pantages Apartments-Sound Families	11	Ongoing	No	Sound Families
Pardee Townhomes - High Pt Replacment	3	Ongoing	No	Replacement
Park Place	36	Ongoing	No	Other
Park Place	100	Ongoing	No	Replacement
Parker Apartments	8	Ongoing	No	Replacement
Parkview Services	22	Ongoing	No	2001 RFP
Pat Williams Apartments	21	Ongoing	No	2009 Levy
Patricia K	12	Ongoing	No	2016 Levy
Patricia K Mainstream	10	Ongoing	No	Mainstream

Patrick Place	40	Ongoing	No	2009 Levy
Plymouth on First Hill	77	Ongoing	No	2009 Levy
Plymouth on Stewart	78	Ongoing	No	2002 Levy
Plymouth on Stewart - VASH	6	Ongoing	No	VASH
Plymouth Place	70	Ongoing	No	2001 RFP
Rainier Vista NE	23	Ongoing	No	Replacement
Raven Terrace	50	Ongoing	No	Replacement
Ravenna Springs Prop'ties	14	Ongoing	No	Other-Preservation
Red Cedar	80	Ongoing	No	Replacement
Rise at Yancy	44	Ongoing	No	2016 Levy
Rose of Lima House	30	Ongoing	No	2002 Levy
Rose Street Apts	4	Ongoing	No	Replacement
Salish Landing	51	Ongoing	No	Replacement
Samaki Commons - RV	12	Ongoing	No	Replacement
Samaki Commons - SF	8	Ongoing	No	Sound Families
Sand Point Campus	18	Ongoing	No	2009 Levy
Sand Point Family Housing	21	Ongoing	No	2002 RFP
Sawara	69	Ongoing	No	Replacement
Scattered Sites Bitterlake	54	Ongoing	No	Replacement
Scattered Sites Madison	17	Ongoing	No	Replacement
Scattered Sites NE Seattle	38	Ongoing	No	Replacement
Scattered Sites NW Seattle	47	Ongoing	No	Replacement
Scattered Sites South Park	16	Ongoing	No	Replacement
Scattered Sites South Seattle	10	Ongoing	No	Replacement
Scattered Sites University District	5	Ongoing	No	Replacement
Scattered Sites West Seattle	41	Ongoing	No	Replacement
Sea-Mar Family Housing	5	Ongoing	No	Sound Families
SHA-SFD Spec. Portfolio	1	Ongoing	No	Replacement
Simons Senior Apartments	82	Ongoing	No	2002 Levy
Simons Senior Apartments - VASH	6	Ongoing	No	VASH
South Shore Court - VASH	4	Ongoing	No	VASH
South Shore Ct (Douglas Apts)	9	Ongoing	No	Replacement
Spruce Street Apartments	10	Ongoing	No	Replacement
St. Martin's on Westlake	53	Ongoing	Yes	RAD
Starliter Apts - Mt Baker	6	Ongoing	No	Replacement
Stone Avenue Townhomes	4	Ongoing	No	Replacement

Stone Way Apts - HP	21	Ongoing	No	Replacement
Stone Way Apts - SF	14	Ongoing	No	Sound Families
Sylvia Odom's Place	64	Ongoing	No	2009 Levy
Tamarack Place	20	Ongoing	No	Replacement
Traugott Terrace	40	Ongoing	No	Other-Preservation
Tyree Scott Apts - HP	10	Ongoing	No	Replacement
Tyree Scott Apts - SF	6	Ongoing	No	Sound Families
Union Hotel	51	Ongoing	Yes	RAD
Views/Madison Ph 1 - HP	17	Ongoing	No	Replacement
Views/Madison Ph 1 - SF	10	Ongoing	No	Sound Families
Views/Madison Ph 2 - HP	7	Ongoing	No	Replacement
Villa Park	6	Ongoing	No	Replacement
Village Sq. II Apts - HP	31	Ongoing	No	Replacement
Vivian McLean Place Apts	4	Ongoing	No	2002 RFP
Weller Apartments	49	Ongoing	No	Opt-In
Westwood Heights East	22	Ongoing	No	Replacement
Wintonia Hotel	92	Ongoing	Yes	RAD
Wisteria Court - VASH	3	Ongoing	No	VASH
WSAH (Longfellow)	7	Ongoing	No	Replacement
WSAH (Roxhill)	6	Ongoing	No	Replacement
WSAH (Wisteria)	6	Ongoing	No	Replacement
Yesler Court	5	Ongoing	No	Replacement
YWCA Women's Residence	15	Ongoing	No	2002 RFP
YWCA Women's Residence	38	Ongoing	No	2006 RFP
Totals	5,637			

Appendix B: Local asset management plan

I. Introduction

Since 1999, Seattle Housing Authority has utilized allowable Moving to Work flexibilities to best fulfill its mission and further the goals of the MTW program. SHA initially adopted a Local Asset Management Plan through the agency's HUD-approved 2010 MTW Plan and continues to operate under this LAMP.

SHA's MTW Agreement with HUD requires that the LAMP describes how the agency's financial management approach differs from HUD's standard asset management requirements. In addition, the agency's LAMP describes how the plan complies with 2 CFR 200 and Office of Management and Budget single fund audit requirements.

II. Framework

Consistent with requirements of 2 CFR 200, SHA's MTW agreement and the statutory objectives of the MTW program, SHA's LAMP is led by three overarching policy/cost objectives:

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

III. Local Asset Management Program Implementation

A. Project-Based Portfolio Management

SHA's local asset management approach, fundamentally, is still based on project-based portfolio management.

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

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

In Low-Income Public Housing properties, SHA budgets subsidy dollars with the intent that properties will break even with actual revenues and expenses. Over the course of the year, staff gauge performance at the property level in relation to that aim. When a property falls behind, the agency uses periodic portfolio reviews to discern why and agree on corrective actions and then track their effectiveness in subsequent periods. SHA reserves MTW authority to move subsidy and cash flow among LIPH properties based on considered assessment of reasons for surplus or deficit operations. SHA also uses these reviews to identify properties whose performance warrants placement on a “watch” list.

B. Key Differences

While SHA maintains a project-based asset management approach, there are key differences between SHA’s LAMP and HUD Asset Management.

- SHA utilizes an indirect service fee that is much more comprehensive than HUD’s asset management approach. HUD’s fee for service is limited to only a fee for service at the LIPH property level. SHA’s LAMP addresses the entire SHA operation including local housing and other activities not found in traditional HUD programs as allowed under our MTW agreement.
- SHA’s cost objectives are defined at a different level than HUD’s asset management program. SHA has defined three cost objectives under the umbrella of the MTW program, which are consistent with the issuance of the Catalog of Federal Domestic Assistance (CFDA) number and with the current MTW Agreement. HUD defines its cost objectives at the property level and SHA defined its cost objectives at the program level, this results in differences in the identification of direct and indirect costs.
- SHA uses its MTW authority to allocate MTW funds and project cash flow among eligible projects to ensure that our operations best serve our mission, our LAMP cost objectives, and ultimately the low-income people we serve.
- SHA’s LAMP reflects a cost-effective balance of on-site and central maintenance services for repairs, unit turnover, landscaping and asset preservation as direct costs to properties. HUD’s standard is to maintain all maintenance staff at the property level.
- SHA’s capital projects are managed through central agency units and can take between two and five or more years from budgeting to physical completion. Transfer of fixed assets occurs only when the projects are fully complete and operational. HUD’s asset management approach records capital project work-in-progress quarterly.

C. Cost Allocation Approach

Classification of Costs

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

Cost Objectives

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

- Cost effective affordable housing
- Housing opportunities and choice
- Resident financial security and/or self-sufficiency

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

SHA Direct Costs

2 CFR 200 defines direct costs as those that can be identified specifically with a particular final cost objective. SHA's direct costs include but are not limited to costs that are allowable under the terms of the MTW Agreement and they are as follows:

- Contract costs readily identifiable with delivering housing assistance to low-income families
- Housing Assistance Payments, including utility allowances, for vouchers
- Operating costs directly attributable to operating SHA-owned properties that are Local Non-Traditional.
- Operating subsidies paid to mixed income, mixed finance communities
- Community Services and JobLink costs directly attributable to tenants' services
- Gap financing for real estate transactions that are Local Non-Traditional
- Acquisition costs for real estate transactions that are Local Non-Traditional
- Demolition, relocation, and leasing incentive fees in repositioning SHA-owned real estate that are Local Non-Traditional
- Homeownership activities for low-income families under Local Non-Traditional or other HUD approved homeownership programs
- Any other activities that can be readily identifiable with delivering housing assistance to low-income families

SHA's LAMP also includes differences in the treatment of some specific direct costs, which are listed in Appendix B - Attachment 3.

SHA Indirect Costs

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

differences in the treatment of some specific indirect costs, which are listed in Appendix B - Attachment 3 in Appendix B - Attachment 3.

SHA Indirect Service Fee – Base, Derivation and Allocation

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

Equitable Distribution Base

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

Derivation and Allocation

According to 2 CFR 200, where a grantee agency's indirect costs benefit its major functions in varying degrees, such costs shall be accumulated into separate cost groupings. Each grouping shall then be allocated individually to benefitted functions by means of a base which best measures the relative benefits. SHA divides indirect costs into two pools, "Equal Burden" costs and "Hard Unit" costs. Equal Burden costs are costs that equally benefit leased voucher activity and hard, existing housing unit activity. Hard Unit costs primarily benefit the hard, existing housing unit activity.

Before calculating the per unit indirect service fees, SHA's indirect costs are offset by designated revenue. Offsetting revenue includes a small overhead percentage of the MTW Grant award, a portion of the developer fee paid by limited partnerships, limited partnership management fees, laundry revenue, dividend or savings from insurance companies and purchasing card discounts for early payment, commuting reimbursements from employees and a portion of Solid Waste's outside revenue. A per unit cost is calculated using the remaining net indirect costs divided by the number of units and the number of leased vouchers.

Annual Review of Indirect Service Fee Charges

SHA annually reviews its indirect service fee charges in relation to actual indirect costs and incorporates appropriate adjustments in indirect service fees for the subsequent year, based on this analysis. To achieve a breakeven fund, any deficit or excess can be balanced by using the MTW fund, as allowed under SHA's funding flexibility provisions.

Please consult Attachment 3 for additional detailed differences between HUD's asset management program and SHA's LAMP.

Balance Sheet Accounts

Most balance sheet accounts will be reported in compliance with HUD's asset management requirements and some will deviate from these requirements, as discussed below:

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

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

Attachments:

Attachment 1: Structure of SHA's LAMP and FDS Reporting

Attachment 2: 2026 Indirect Services Fee Plan

Attachment 3: HUD vs. SHA Differences in Treatment of Specific Indirect and Direct Costs

Appendix B - Attachment 1: Structure of SHA's LAMP and FDS Reporting

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

Direct cost objectives		Housing						Rental assistance	Community services
FDS columns	MTW	Indirect services costs	AMPs	Other housing	Other business activities	LP component units	MF developments & home ownership	Other housing	Other business activities
Funds	Capital WIP unallocated costs IT capital projects 100 480 691	400	Various, including LIPH portion of LP CUs	104 122 127 137 193/216 352-354 357 358 359 591 750 754	190 194 195 198 199 450 470 490	14 LPs LIPH portion reported in AMPs	700 704-709 711-712 718-719 723-749 848	139 168	125 CS grants

Fund name	Fund number	Fund name	Fund number	Fund name	Fund number
General	100	Local housing program	193/216	Indirect services costs	400
Seattle Senior Housing	104	House ownership	194	Housing Management Services	450
Market Terrace	122	SHA land and parks	195	HOPE VI Property Management	470
Bayview Tower	127	Development	198/158	MTW fund	480
Ref 37	137	Wakefield	199	Baldwin	591
Housing Choice Vouchers	139	Holly II and III	352-353	New Acquisitions	750
Mod Rehab	168	Rainier Vista I,II,III & Lake City	354-356,359	Northgate	754
Local fund	190	High Point North/South	357/358	MF developments & home ownership	700-723,756,758, 848

Appendix B - Attachment 2: 2026 Indirect Cost Allocation Plan

Indirect services rates	
Equal burden units	29.55
Hard units	72.73

Department	2027 Proposed expenses	All units	Hard units only
Executive total	4,224,698	4,224,698	
Asset Management	1,151,875		1,151,875
Finance	6,710,024	6,710,024	
Housing Operations	2,502,209		2,502,209
HCV	51,461	51,461	
HR: Allocated based on staff	4,615,230	1,284,382	3,330,848
Prior year inc./exp. reconciliation – expense	212,706	212,706	
Total	\$ 19,468,202	\$ 12,483,271	\$ 6,984,931
Percentage	100%	64%	36%
Less fixed revenues	(9,339,284)		
Remaining OH* to allocate PUM	\$ 10,128,918	\$ 6,494,798	\$ 3,634,120
Units		18,697	6,529
PUM cost		\$28.95	\$46.38
PUM cost to equal burden units			\$28.95
PUM fee to hard units			\$75.33

*OH = Overhead

Indirect revenue		2027 Estimate
HUD Grant administration		4,971,362
10% of developer fee cash		101,928
LP management fees		1,654,321
Laundry fee revenue		62,683
Insurance dividend		698,990
Solid waste services		250,000
Fleet services		100,000
Housing Maintenance Services		1,500,000
Total fixed revenues		\$ 9,339,284
Unit summary		Total
Housing units		6,529
Total vouchers	12,623	
Leased vouchers at 97.20%-MTW, and 83.38% SP utilization		12,125
Total Mod Rehab	85	
Divide by two for work equivalency		42
Total units		18,697

Appendix B - Attachment 3: HUD vs. SHA Differences in Treatment of Specific Indirect and Direct Costs

The primary differences between how SHA's LAMP treats indirect and direct costs from HUD are outlined in Section C. Cost Allocation Approach of the LAMP. In addition, the tables⁷ in this attachment identify specific differences between HUD's standard approach to indirect and direct expenses and SHA's approach under its Local Asset Management Plan.

SHA replaces "COCC" with "Indirect Services" throughout HUD's Fee/Indirect Expenses. SHA's LAMP otherwise follows HUD's approach unless listed in the table below.

Fee/indirect expense differences

Low-Income Public Housing				
Fee/indirect expense per HUD			Fee/indirect expense per SHA LAMP	
1.	Actual personnel costs for individuals assigned to the following positions:	1.	Actual personnel costs for individuals assigned to the following positions:	
	Executive direct and support staff		Executive direct and support staff	
	Human Resources staff		Human Resources staff	
	Regional managers			
	Corporate legal staff		Corporate legal staff except legal staff directly assigned to support LIPH units	
	Finance, accounting and payroll staff		Finance, accounting and payroll staff, except non-supervisory accounting staff (considered front-line bookkeepers)	
	IT staff including Help Desk		Separate IT Fee for Service	
	Risk management staff		Risk management staff	
	Centralized procurement staff		Most centralized procurement staff	
	Quality control staff, including quality control inspections		--	

Housing Choice Voucher				
Fee/indirect expense per HUD			Fee/indirect expense per SHA LAMP	
1.	A share of the personnel costs for HCV staff assigned to the COCC.		1.	A share of the personnel costs for HCV staff assigned to Indirect Services ("IS"). Some executive staff costs allocated to IS.
5.	Procurement		5.	Centralized Procurement staff
8.	COCC staff training, and ongoing certifications related to HCV program.		8.	IS staff training, and ongoing certifications related to HCV program. Certifications are an ongoing cost of keeping trained staff.

⁷ HUD's categorizations based on Tables 7.1 and 7.2 in https://www.hud.gov/sites/documents/DOC_9191.PDF. Numbering is generally based on the order in which the item appears in those tables.

Direct expense differences

Low-Income Public Housing			
Direct expense per HUD		Direct expense per SHA LAMP	
2.	--	2.	Area management site costs allocated to AMPs within area
3.	--	3.	Direct procurement staff
11.	--	11.	Inspector costs are allocated to the projects as a direct cost.
14.	Audit costs (may be prorated)	14.	Only audit costs for component units are allocated to properties
15.	Vehicle expense	15.	Separate Fleet Fee for Service
19.	--	19.	Building rent

Housing Choice Voucher			
Direct expense per HUD		Direct expense per SHA LAMP	
1.	A share of the personnel costs for HCV staff assigned to the COCC.	1.	A share of the personnel costs for HCV staff assigned to Indirect Services. Some executive staff costs allocated to IS.
5.	Procurement	5.	Centralized Procurement staff
8.	COCC staff training, and ongoing certifications related to HCV program.	8.	IS staff training, and ongoing certifications related to HCV program. Certifications are an ongoing cost of keeping trained staff.

Appendix C: Compliance documentation

The final Moving to Work 2027 Annual Plan will contain the following documents in Appendix C:

SHA Board of Commissioners resolution approving the Moving to Work 2027 Annual Plan for the Seattle Housing Authority

Certifications of Compliance (Form HUD-50900)

Certification of Consistency with the Consolidated Plan (Form HUD-2991)

Disclosure of Lobbying Activities (Form SF-LLL)

Certification of Payments (Form HUD-50071)