

Commissioners roll call was given at 4:38 p.m. The Briefing was held at the SHA Central office with a teleconference option. Commissioners Minor and Smiley were absent from the Briefing.

Review 10/16/23 Regular Board Meeting Agenda and Updates

Resolution No. 5271: Northgate Buy Up Program

Executive Director Rod Brandon introduced Development Program Manager Lauren Mathisen to the Board to present Resolution No. 5271.

The Buy Up Program provides funding to outside partners for affordable housing projects. It adds family sized (3-BR+) units in areas with high opportunity, with funding to be structured as a long-term, low-interest loan.

SHA has partnered with BRIDGE Housing and Community Roots Housing on their co-developed project in the Northgate Neighborhood to increase the total number of three-bedroom units in this development. This project is in a high-opportunity neighborhood. SHA is providing \$1.05MM in capital financing to the project and the co-developers are adding fourteen affordable three-bedroom apartments because of this funding. The housing will be adjacent to Northgate light rail and will include a large day care center. Resolution No. 5271 will approve and authorize execution of this funding.

Resolution No. 5269: SHA 2024 Moving to Work (MTW) Plan

Lily Sweeney introduced a first reading of the MTW Plan to the Commissioners for Resolution No. 5269.

SHA became an MTW agency in 1999 and is one of the 39 initial housing authorities participating in the program. As an MTW agency, SHA has the flexibility to test innovative policies and practices to improve housing services and better meet local needs. Under this MTW authority, SHA may propose and implement alternatives to some federal regulations that increase cost-effectiveness and support housing choice and self-sufficiency. MTW applies to most of SHA's housing units and programs, including Public Housing and most Housing Choice Vouchers (HCV). 2024 is SHA's 26th year in the Moving to Work program.

The annual MTW Plan uses a HUD-prescribed format for housing stock, leasing, waiting lists, and capital expenditures with high-level financials; it gives proposed updates and new strategies and activities, as well as a listing existing strategies and activities. Prior to SHA submitting the Plan to HUD, there is a required public comment process, which is held this year from August 31 through September 30.

Seattle Housing Authority is adding two new strategies in 2024 as our implementation of existing approved MTW activities evolves over time.

The first is MTW Strategy 12.A.03: local asset limits for eligibility, where SHA may establish local thresholds and local hardship policies for asset limits for admissions and continued occupancy. HUD has recently rolled out a new policy that limits a household's assets for

admission to Public Housing or HCV, as well as to remain in either program. SHA recognizes that there is an extremely high cost of living and housing in Seattle, and that a nation-wide asset limit does not fit with our housing market. SHA is proposing to establish local asset eligibility limit thresholds for admissions and continued occupancy that make better sense for people with low incomes in Seattle, as well as to establish local hardship policies which may take into consideration such factors as age, disability, income, the ability of the family to find suitable alternative housing and whether supportive services are being provided. This strategy will not affect how SHA calculates rent for current or future participants.

The second new strategy is MTW Strategy 20.A.02: Reintegration housing program. SHA may operate a program to provide short-term bridge housing for households with at least one member returning to the community from incarceration.

In keeping with SHA's mission to foster stability and self-sufficiency for people with low incomes in the Seattle community and commitment to race and social justice, SHA will pilot a reintegration housing program in 2024. Individuals who experience incarceration face exacerbated challenges in securing and maintaining housing and increased likelihood of experiencing homelessness, all of which leaves individuals increasingly vulnerable to repeat interactions with the criminal justice system. This program would help prevent homelessness and allow for timely release for members of this vulnerable population by providing bridge housing and access to tailored supportive services while they seek long-term housing and economic stability after incarceration. SHA intends to focus on supporting low-income households who have at least one member reintegrating into their community and are impacted by systemic inequities that drive gaps in being stably housed. The program model is being informed by the communities most impacted and may evolve accordingly.

The 2024 Plan also has an updated strategy; a combination of two existing strategies with the same purpose into one for clarity: MTW Strategy 10.A.03: Asset income threshold. SHA aims to have consistency in policies across our subsidized housing programs wherever it deems feasible and necessary.

Resolution No. 5269 approves SHA's Moving to Work 2024 Annual Plan and certifies the public notice and hearing requirements have been met. It authorizes the SHA Board Chair to execute the HUD Certification of Compliance with the MTW Plan Requirements and Related Regulations attached to the resolution. It also authorizes the Executive Director to finalize the Plan and make changes to policy documents needed to implement changes authorized under the approved MTW Plan.

Next steps in the public comment and resident engagement consists of a public hearing held on September 12, a meeting with the LIPH JPAC on September 19 and a meeting with the SSHP JPAC on September 21. A public comment summary has been given to the Board, with the Board expected to vote on the Plan at the October 16 Board Meeting. The Plan will be transmitted to HUD no later than October 18 with an initial response from HUD expected no later than December 31.

Resolution No. 5270 – SHA 2024 Annual Budget

CFO Jared Cummer introduced Resolution No. 5270 and presented the 2024 Annual Budget for SHA. Asset Management Director Bobby Coleman, Housing Operations Director Dave Wellings and Health and Housing Program Manager Jess Chow joined Mr. Cummer in this presentation to the Board. Mr. Cummer began the presentation by welcoming Deputy Finance & Administration Director Miki Naganuma and Budget Manager Gashaw Dessie to the meeting.

Mr. Cummer opened the presentation with an overview of Opportunity Investments projected for the 2024 budget. (Details listed below.)



Opportunity Investment	New/Existing	Description	Dept	FTE	Cost
ERP/HRIS	New	Cost of replacement software and fund temporary staff to backfill positions as needed	IT	0*	\$10M
Right Sizing Maintenance Team	New	Turn an additional 85 units per year	HOPS	8	\$6.6M
Leasing and Move Support Team	New	Lead leasing and relocation needs for on-going and planned redevelopment and capital projects	HOPs	8	\$4.6M
Process Improvement Team	New	Fund an agency-wide Continuous Improvement Division within the Executive	Exec	5	\$4M
Aging in Place	New	Funding for planning and services to support and expand on-going efforts	HOPs	0	\$500K
Housing Quality Analyst	Existing (2023)	Additional coordination support	AMT	1	\$530K
Building Sustainability Analyst	Existing (2023)	Focus on creating a capital improvement plan	AMT	1	\$520K
Buy Up Program	Existing	Pay for cost differential to increase studio and 1 bd to 2 bd and 3 bd units	Dev	0	\$2M
Deferred Maintenance	Existing (2023)	Additional positions to support on-going Opportunity Investment	HOPs	2	\$481K
TOTAL				25	\$29M

Mr. Coleman followed with an overview of the Capital budget, which consists of \$23.3 million in projects and personnel for FY 2024. These funds will be allocated, as follows:

- \$12 million in MTW Capital Grant funds for projects
- \$4.5 million in MTW Capital Grant funds for personnel (Asset Management + Development)
- \$3.3 million in property/portfolio specific reserves
- \$2.25 million for "2020 Pooled Refunding Buildings"
- \$788,000 in SPACE Reserves
- \$495,368 in (known) non-Federal funding needs.

Focus will be on critical building systems (e.g., roof), environmental justice and climate resilience planning and investments and customer involvement and experience with capital projects.

Mr. Wellings and Ms. Chow presented to the Board Housing Operations goals for the budget. This would include property security, staff training & continued education, operations excellence, the leveraging all department resources and elevation of race and social justice. Core goals will include resident driven service delivery, operations excellence and continuous testing and improvement of models to respond to the new post-pandemic world. Training compliance is a priority for this budget, by way of consistent implementation of on-board training with adding training expectations to annual evaluations and the creation and use for an ongoing training schedule for staff.

To ensure that safety and security measures enhance residents' overall well-being and foster a sense of belonging and shared responsibility, funds will be allocated to increase staff presence and coverage at resident buildings. Housing Operations will work on increasing community policing to help make sure that staff have manageable workloads in doing so. With this added presence at the properties, the 2024 budget adds eleven property management staff.

Aging in Place is another priority for this budget. In 2023, there has been increased support for programs such as chronic disease management, exercise and flexibility, nutrition, and fall prevention and balance. Looking toward 2024, an increase of resident-driven programming for seniors such as creative arts, cultural sharing, civic engagement, and volunteerism is slated. Options are being explored to strengthen external partnerships to connect residents with services to meet their care needs.

Permanent Supportive housing was addressed to provide a clear understanding of the options and solutions to create a pathway for Permanent Supportive housing options for SHA residents, and an RFP (request for proposal) will result in this. The primary goal of the RFP is to select a qualified consultant who will conduct a comprehensive analysis and provide recommendations for SHA's Permanent Supportive Housing (PSH) pathways development.

Digital Equity will be utilized to enable all residents to access and utilize technology tools and online platforms and RentCafe. To achieve this, SHA will conduct outreach to inform all residents about the RentCafe portal and benefits of setting up an online account, as well as offer on-site enrollment assistance and step-by-step guidance on account creation and platform navigation.

The Leasing and Move team will gain eight additional staff to provide leasing and move support for new buildings, building renovations, and extremely over housed (households with more bedrooms than family members); this will reduce stress on property management teams. There is a five-year goal to address backlog of 350 extremely over housed households; for every 1 person right sized, we house 2.5 people waiting for housing. The Right Sizing Vacate team will make ready units vacated through right sizing to be available for larger families and reduces vacancy times, serving waiting households more quickly.

[Due to time constraints, the remainder of the presentation will take place at the October 16 Board Meeting.]

After further discussion, Commissioner Purcell then asked the Board if there were any questions, or comments pertaining to the Briefing. After hearing none, Commissioner Howard moved for adjournment, that being seconded by Commissioner Clark. The October 9, 2023, Regular Board Briefing was adjourned at 6:07 p.m. after a vote of the Board present (5 yes; 0 no; 0 abstentions.)

Secretary-Treasurer