

RESOLUTION No. 30751

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A RESOLUTION establishing the 2005 work program
for the Office of Housing.

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4-11-05 Adopted

Introduced: MAR 7 - 2005	By: RASMUSSEN
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Law Department

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Tom Rasmussen

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RASMUSSEN

Housing, Human
Services & Health

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Jan

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RESOLUTION 30951

A RESOLUTION establishing the 2005 work program for the Office of Housing.

WHEREAS, the Seattle Municipal Code, Section 3.14.750, requires the Seattle Office of Housing to submit an annual work program to the City Council for approval; and

WHEREAS, the Seattle Office of Housing has prepared a work program for 2005 and submitted it to the City Council; NOW, THEREFORE,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEATTLE, THE MAYOR CONCURRING, THAT:

The City Council establishes the work program attached hereto as Attachment A for the Seattle Office of Housing for the year 2005.

Adopted by the City Council the 11th day of April, 2005, and signed by me in open session in authentication of its adoption this 11th day of April, 2005.

Jan Drago
President of the City Council

THE MAYOR CONCURRING:

Gregory J. Nickels
Gregory J. Nickels, Mayor

Filed by me this 19th day of April, 2005.

Judith E. Pippin
City Clerk

(Seal)

Attachment A: Office of Housing 2005 Strategic Work Program

NOTICE: IF THE DOCUMENT IN THIS FRAME IS LESS CLEAR THAN THIS NOTICE
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City of Seattle

Gregory J. Nickels, Mayor

Office of the Mayor

March 1, 2005

Honorable Jan Drago
President
Seattle City Council
City Hall, 2nd Floor

Dear Council President Drago:

The mission of the Office of Housing (OH) is to build strong families and healthy communities and increase opportunities for people of all income levels to live in the city of Seattle. The attached Resolution will formally adopt OH's 2005 work program, which is designed to support and realize this mission. The 1998 legislation establishing the Office of Housing as a new office within the Executive Department, included a section requiring that such a resolution be adopted annually.

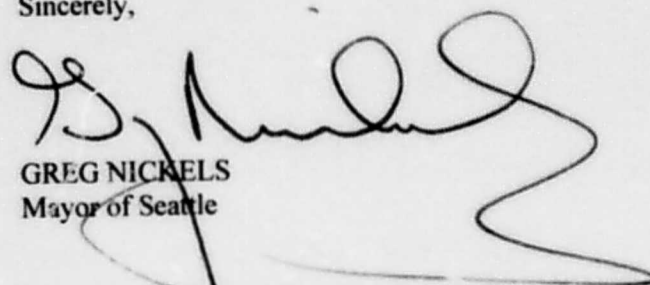
OH's 2005 work program is organized around the following five priorities:

- 1) Investing in the production and preservation of affordable rental housing;
- 2) Investing in housing linked with supportive services for people who are homeless or have special needs;
- 3) Increasing homeownership opportunities and assisting low-income homeowners;
- 4) Focusing on strategic planning and program development that emphasizes neighborhood revitalization and community development; and
- 5) Constantly improving our organization so that OH will be recognized as a model, high performing organization with a culture that promotes and rewards excellent performance.

These priorities support my efforts to strengthen Seattle's neighborhoods and increase housing options for low-income families and individuals.

Thank you for your consideration of this legislation approving the important body of work being undertaken by OH in 2005. Should you have questions, please contact Rick Hooper at 4-0338.

Sincerely,



GREG NICKELS
Mayor of Seattle

cc: Honorable Members of the Seattle City Council



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OFFICE OF HOUSING
2005 STRATEGIC WORK PROGRAM
(1/07/05)

MISSION: The Seattle Office of Housing builds strong and healthy communities and increases opportunities for people of all income levels to live in our city.

PRIORITY #1: INVESTING IN PRODUCTION AND PRESERVATION OF AFFORDABLE HOUSING

A. Funding for Affordable Rental Housing

2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
Allocating funds through Fall, Spring NOFA	<ul style="list-style-type: none"> • Prepare NOFA application materials for publishing and web site • Integrate current asset management information into NOFA underwriting process • Review approximately 35 applications in Spring & Fall funding rounds • Recommend funding awards of approx. \$14 million to Credit Committee and Director • Announce awards with media and community event 	Joanne L. , Tom, Gretchen Cindy , Asset Mgmt Staff Joanne L. , MF Lending staff Joanne L. , MF Lending staff PIO, Gretchen, Joanne L.	Mid Jan Spring & Fall NOFA Rounds	
Refine internal and external production reports to track income/ affordability/other 2002 Levy, bridge loan, MFTE program, and all OH fund source requirements	<ul style="list-style-type: none"> • Complete MFDB modifications • Build reports • Clarify method of documenting bridge loans in accounting system. 	Tom, Jay, Joanne L, Cindy Rick, Angela and Maureen Joanne, Josephine	Q1 Q1	

Note: Deadlines listed in the 2005 Strategic Work Program are approximate and may change; deadlines and content of work program items that require City Council review may be adjusted following further discussion with Councilmembers or Council staff. Completion of specific activities listed may be subject to contingencies such as agreements from, or satisfaction of conditions by, other parties and the completion of environmental review and permit processes. This Plan is not intended to designate any particular person, entity, or group who will or should be especially protected or benefited, not to confer any legal entitlements.



2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
Streamline NOFA application, and make user friendly	<ul style="list-style-type: none"> Work with CTED and its consultants, KC and HDC to make revisions to Common MF Funding Application 	Joanne L., Mark	Q1	
Transaction work on funded and existing projects – legal closings, refinances, subordinations, amendments, work-outs	<ul style="list-style-type: none"> Process monthly disbursements for approx. 30 prior year funded projects Prepare legal documents and complete legal closings for 20 – 30 projects Maintain priority schedule for legal dept. to meet closing deadlines 	Mark, Dan, Tom, Jim M, Joanne L, Bill Cindy, Asset Mgmt Staff	Ongoing	
Streamline legal documents and contracting	<ul style="list-style-type: none"> Develop boiler plate documents – work with Law Dept, HDC and stakeholders, other public funders 	Dan, Joanne L., Mark, Jim M, Tom	Q3	
Increase WMBE utilization	<ul style="list-style-type: none"> Assess WMBE utilization annually & determine if changes are needed Encourage coordination of nonprofit owners/ general contractors with Urban League's CDCC contractor support programs. Disseminate lessons of CDCC/HRG pilot if replicable 	Joanne L, Lending staff Maureen, Joanne	Q1 Ongoing	
Monitor and advocate for changes in WSHFC tax credit and tax-exempt bond allocation policies	<ul style="list-style-type: none"> Participate in HDC LIHTC affinity group & continue to work with WSHFC on LIHTC policies 	Bill, Joanne L		
Leverage 2060/RAHP county capital funds for Seattle housing projects	<ul style="list-style-type: none"> Participate on King County Inter-jurisdictional Working Group Recommend appropriate projects to KC for capital funding 	Joanne L, Lending staff Joanne L, Lending staff		
Leverage and maximize resources, and advocate for Seattle projects	<ul style="list-style-type: none"> Participate on monthly Impact Capital Loan & Investment Committee Participate on monthly Impact Capital King/Pierce County Credit Committee Participate in Spring & Fall State CTED NOFA Review Committee & assist in project review & preparation of materials 	Joanne L Joanne L Joanne L, Lending staff Joanne L	Ongoing	



2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	<ul style="list-style-type: none"> Attend Quarterly State Housing Trust Fund Policy Advisory Team meetings Participate on Sound Families Review Committee & assist in organizational financial review & preparation of materials 	Joanne L. Joanne L., Lending staff		
Monitor and promote acquisitions on expiring Section 8 and LIHTC projects to preserve high-risk projects	<ul style="list-style-type: none"> Work with WLIHA and WSHFC to assess risk and monitor status of at-risk tax credit projects. Monitor Opt-out notices for Section 8 developments and seek financing solutions for preservation. Complete preservation update. 	Bill, Mark		
TDR/Bonus Transactions	<ul style="list-style-type: none"> Technical assistance to DPD staff, commercial developers, and nonprofit housing developers Draft and execute Bonus Covenants and TDR Agreements as needed Draft TDR Bank legislation as needed Complete financial gap analysis for receiving projects 	Laura Laura Laura Lending staff	Ongoing	
Monitor, evaluate and make recommendations for City positions on State and Federal housing legislation	<ul style="list-style-type: none"> Review and evaluate housing legislation referred by OIR during legislative session Participate on the board of the WLIHA, and on its legislative and Federal committees Recommend OH priorities for inclusion in the City's legislative agenda Provide information to legislators and legislative staff, in coordination with OIR 	Maureen	Q1-Q2 Ongoing Q3 As requested	



B. OH Affordable Rental Housing Portfolio—ensuring city funded projects remain sustainable

2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
Asset management of City rental housing investment. Ongoing monitoring of 235 projects in OH loan portfolio with attention to projects demonstrating risk. Partner with State CTED, King County, WSHFC and other agencies to continue streamlining monitoring activities.	<ul style="list-style-type: none"> • Monitor projects in loan portfolio for contract compliance • Track occupancy rates • Renew MOU with WSHFC • Coordinate project site visits, inspections and intervention activities with co-funders to reduce OH staff hours • Assess project performance and provide performance letters to property owners. Identify performance issues through quarterly watch list circulated to Bill, Lending • Organize and update database with information from annual reports and share with stakeholders • Participate in Public Funder Monitoring Coordination Taskforce and provide training to property owner/manager 	Cindy , Ron, Earl, Joanne Q.	Ongoing Q1 Ongoing Q4 Q4 Ongoing	
Expand on Reserve Study for OH portfolio. Update reserve requirements for OH-funded projects	<ul style="list-style-type: none"> • Assess replacement reserves as part of project performance reviews • Utilize consultant to develop strategies and goals, and present information to property owners and convene meetings with nonprofits to address any potential shortfalls identified • Update OH reserve policy, as appropriate 	Cindy , Bill, Laura Asset Mgmt staff, Joanne L	Q3 Q3	
Assessment and Intervention, transfers and work-out of troubled projects	<ul style="list-style-type: none"> • Convene monthly meetings with lending and asset management staff • Implement intervention strategies and policies to address transfers, refinancing, and troubled projects 	Cindy , Bill, Asset Mgmt Staff, Joanne L , Lending Staff	Ongoing	
Change project ownership where owners request to terminate their agreements. Review and approve refinancing requests	Facilitate workouts and transfers of projects as needed	Cindy , Bill, Asset Mgmt , and Lending staff	Ongoing	



C. Sustainability

2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
Residual Receipts	<ul style="list-style-type: none"> Analyze annual financial audit reports, and ensure proper payment has been received. 	Asset Management	Q3	
Promote sustainable buildings through education & marketing available resources. Direct SeaGreen strategies to new developments; bring other public resources to developers. Reduce operating costs in OH funded buildings and improve housing quality	<ul style="list-style-type: none"> Market conservation programs including SPU/OH water conservation effort Refer MF OH portfolio or newly NOFA-funded mf buildings to HomeWise WZ Promote SeaGreen program & assist newly funded projects in achieving (SeaGreen) sustainable building plans and report results Participate in Green Communities Committee 	Joanne Q, Cindy Joanne Q, Joanne L, Tran, Lending & Asset Management staff Cindy, Joanne Q. Joanne Q	Ongoing Ongoing Ongoing Ongoing	
Provide weatherization grants to low income renters / homeowners	<ul style="list-style-type: none"> Continue to utilize streamlined mail-in application process for WZ Continue to utilize MOSC Emergency Rate Assistance and CAMP referrals and income certification for WZ Contract WZ services for 1200 units by end of year Continue final stage of WZ file purge project--confirm correlation between physical files and data base 	Tran, Michele, Maria Tran, Michele, Maria Rehab Specialists, Tran, Paula W Tran, Michele, Maria, Judy, Gladys	Ongoing Ongoing Ongoing Q4	
Implement program changes needed to target services to the Southeast	<ul style="list-style-type: none"> Modify HomeWise policies, practices, as needed Develop HomeWise staffing, staff roles and responsibilities to increase marketing, outreach & intake in the Southeast 	Tran, Joanne L Tran, Joanne L, Bill, PIO, Gretchen	Q1 Q1	



PRIORITY #2: INVESTING IN HOUSING LINKED WITH SUPPORTIVE SERVICES FOR PEOPLE WHO ARE HOMELESS OR HAVE SPECIAL NEEDS

A. Funding for Supportive Housing Projects

2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
Facilitate Gates Foundation funding for 200-250 more units of housing for homeless families	<ul style="list-style-type: none"> Implement Spring & Fall Sound Families grant round 	Alice	Q1-Q3	
Evaluate and implement strategies to reach Sound Families goal to fund 1,500 new units by 12/31/07	<ul style="list-style-type: none"> Evaluate changing program guidelines to allow some permanent housing with supportive services. Implement changes if approved by the Foundation Work with Advanced Funded grantees to identify new strategies that may provide units on a larger scale Reach out to prospective grantees in the three counties and foster partnerships between housing and service providers Coordinate with Aids Housing of Washington (AHW) and Corporation for Supportive Housing (CSH) to provide technical assistance to grantees and prospective grantees 	Alice	Q1 Ongoing Ongoing Ongoing	
Improve case management services in Sound Families housing	<ul style="list-style-type: none"> Identify and contract with lead agency to staff emerging "shared learning network" Build best practice learnings into Sound Family application and technical assistance practice 	Alice	1Q Ongoing	
Improve Sound Families grant monitoring and program administration	<ul style="list-style-type: none"> Implement new database Develop protocols for reserve funds grants Develop new reporting system 	Alice, consultant	Q1 Q2 Q3	
Sound Families Strategy	<ul style="list-style-type: none"> Revise Sound Families Initiative (SFI) NOFA materials for publishing and update web site Update housing authority commitments in light of 	Alice, Bill	Q1 Q1	



2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	tightening Section 8 availability <ul style="list-style-type: none"> Steering Committee Retreat and follow up Pursue additional service funding, including support/promote foundation and State funding for service fund proposal Promote capacity building and quality improvement among projects Implementation of annual conference Monitor progress toward targets/cultivate new SFI proposals Implement grant rounds Collaborate with evaluation component to fine tune initiative directions Support active partnering with public and private partners on SFI Prepare informational materials and announce milestones 	Alice, Gretchen	Q1 Q2 Ongoing Q3 Ongoing Q2 & Q4 Ongoing Ongoing Ongoing	
Strengthen how we fund service-enriched housing	<ul style="list-style-type: none"> Continue to staff supportive housing public funder group including county service agencies and housing sources Implement Taking Health Care Home initiative, including staffing a State Steering Committee, to expand housing for chronically homeless Pursue Medicaid, RSN, other mainstream service funds for supportive housing Provide training for lending staff Participate in King County Disability Development group to promote alternative housing strategies Establish chronic homeless priorities for NOFA 30% funds 	Bill, Tina, Joanne L, Lending Staff, Tina, Bill, , Joanne L Tina, Bill Bill, Joanne L Dan, Joanne L Joanne L, Bill, Tina, lending staff	Ongoing Q1	
Advance the public-private Washington Families Fund, which provides multi-year services funding for housing serving homeless families with children	<ul style="list-style-type: none"> Participate in the steering committee advising AIDS Housing of Washington (AHW) on program development and implementation Participate in the Review Committee, evaluating applications for the first funding round Assist with coordination with local initiatives, 	Maureen, Alice Maureen, Alice	Ongoing Q1-Q2 Ongoing	



2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	including OH and Sound Families funding and the new Sound Families-sponsored Learning Network for service providers <ul style="list-style-type: none"> • Provide information for the legislative briefings and hearings in support of additional State funding in the 2005 legislative session • Work with the Gates Foundation to convene private foundations and encourage their participation • Work with the WLIHA, Homeless Coalition and Housing Authorities during the 2005 legislative session and to prepare for the 2006 session. 	Alice, Maureen Maureen Alice Maureen	Q1-Q2 Ongoing Ongoing	

R. OH Supportive Housing Portfolio—ensuring sustainability of existing units

2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
Provide annual operating support to projects serving low income and special needs	<ul style="list-style-type: none"> • Continue administration of 1986, 1995 and 2002 O&M programs • Review and approve Q payment requests for approx. 50 annual subsidy requests, and renew contracts for 2006. Generate summary information, as available, on service cost levels • Recommend new 2002 Levy O&M awards or Section 8 in lieu of O&M • Evaluate the availability and risks of Section 8 operating subsidies 	Earl, Cindy Earl, Cindy, Bill Joanne L, Lending staff, Cindy Asset Management staff Cindy, Bill	Ongoing 4Q Spring and Fall NOFA	
Leverage 2060 state and county O&M funds for Seattle housing projects	<ul style="list-style-type: none"> • Refer appropriate projects to KC and CTED for 2060 operating subsidy • Participate on KC 2060 O&M Work group and CTED PAT subcommittee • Coordinate project reviews with other funders 	Cindy, Asset Management & Lending staff Cindy Cindy	Ongoing	



PRIORITY #3: INCREASING HOMEOWNERSHIP OPPORTUNITIES FOR FIRST-TIME BUYERS AND ASSISTING LOW-INCOME HOMEOWNERS

A. Homebuyer Assistance

2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
Allocate Program Funds	<ul style="list-style-type: none"> Update ,distribute and market 2005 NOFA by 1/31 Apply to the WSHFC for House Key Plus Seattle Funds by 1/31 Work with Landstarr Development to include affordable units at Tower records site Review and allocate 2005 budgeted program funds and carryover, funds to the extent viable projects are identified 	Paula M, Jean M	Q1 Q1 Ongoing Ongoing	
Market City Homebuyer Programs	<ul style="list-style-type: none"> Create a marketing plan to developers (nonprofit and for profit) City surplus land with good homeownership potential by 6/30 Exhibit City homeownership programs and partnerships at 1 homebuyer fair by 12/31 Update OH web site monthly Implement homeownership marketing plan by 3/31 Network with 12 developers/nonprofit housing providers by 12/31 to generate at least 3 development proposals 	Paula M, Jean M Jean M, Gretchen Paula M	Q2 Q4 Ongoing Q1 Q4	
Develop Home Ownership Programs	<ul style="list-style-type: none"> Work with local insurance companies to implement a condo liability insurance mediation program by 12/31 Analyze Fannie Mae Energy Efficient Mortgage Program by 9/30 Promote research and development for a purchase/rehabilitation program in Housing Investment Areas by 6/30 Develop options for supporting homebuyer education/counseling services in the City with a loan origination fee by 4/30 	Paula M, Jean M	Q4 Q3 Q2 Q1	



2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
Support Homebuyer Education and Counseling Services	<ul style="list-style-type: none"> Execute and administer the Homebuyer Education and Counseling Contract with HomeSight by 2/28 	Paula M, Jean M	Q1 Q4	
Process Home Purchase Closings	<ul style="list-style-type: none"> Process individual closing transactions for approximately xx units in current projects by 12/31 Process loan subordination/refinance requests and loan pay-off reconveyances by 12/31 	Paula M, Jean M	Ongoing Ongoing	
Homeownership Summit Followup and Policy Development	<ul style="list-style-type: none"> Convene advisory group and develop recommendations for affordable homeownership development in the City by 6/30 Work with the WSHFC, Fannie Mae and HUD to develop advisory group recommendations for homebuyer education and counseling services by 6/30 Develop advisory group recommendations for the City homeownership finance programs by 9/30 Prepare funds and production status reports 	Paula M, Jean M	Q2 Q2 Q3 Monthly	
HomeTown Home Loan	<ul style="list-style-type: none"> Assess program outcomes. Administer RFP for program continuation, if assessment supports program extension 	Paula M., Jean, Angela	Q1 Ongoing	

B. Assistance for Low Income Homeowners

2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
Minor home repair	<ul style="list-style-type: none"> Administer contract for 2090 minor home repairs on 688 homes. Conduct annual on-site and desk monitoring review of program 	Jim K	Ongoing	
Provide rehabilitation loans to low income homeowners	<ul style="list-style-type: none"> Continue to utilize streamlined mail-in application process for rehab loans 	Tran, Michele, Paula W	Ongoing	



2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	<ul style="list-style-type: none"> Continue to monitor results of mail-in loan application process; adjust as needed Contract 45 rehab loans by end of year 	Tran, Paula W, Michele Rehab Specialists, Paula W	Ongoing Ongoing	
Implement program changes needed to target HomeWise Rehab loan program to the Southeast	<ul style="list-style-type: none"> Modify HomeWise policies, practices, as needed Develop HomeWise staffing, staff roles and responsibilities regarding marketing, outreach & intake in the Southeast Develop Marketing materials which reflect modifications in program design and focus 	Tran, Joanne L, Bill Tran, Joanne L, Bill PIO, Tran, Gretchen	Q1 Q1 Q1	
Revise and implement new HomeWise marketing strategy	<ul style="list-style-type: none"> Look into new bus signs; implement if not too costly Identify marketing opportunities in other city department publications Develop and implement public outreach strategies Maintain contact with neighborhood centers Periodically invite press to completing or recently completed noteworthy projects 	PIO PIO PIO PIO, Tran, Gretchen PIO, Tran	Q1 Q2 Ongoing Ongoing Ongoing	
Assist with efforts to address predatory lending	<ul style="list-style-type: none"> Participate on the steering committee of the Coalition for Responsible Lending, advancing education and advocacy efforts Chair the Coalition's Remedies Committee, developing and implementing a mortgage refinance program for victims of predatory lending Administer Freddie Mac grant to the Coalition Administer consultant contract for grant-writing and fundraising services 	Maureen	Ongoing	



PRIORITY #4: STRATEGIC PLANNING / PROGRAM DEVELOPMENT: EMPHASIZE SUPPORT FOR NEIGHBORHOOD REVITALIZATION AND COMMUNITY DEVELOPMENT

2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
2005-2006 Levy A & F Plan	<ul style="list-style-type: none"> Complete stakeholder process (including HLOC) Draft policy changes Develop legislation City Council Review 	Laura , Maureen, Rick, Joanne L, Paula M, Alan Painter	Q1	
S Lake Union Fund Implementation	<ul style="list-style-type: none"> Manage Denny Way I through construction and process disbursements 	Mark		
Consolidated Plan: Siting Policy	<ul style="list-style-type: none"> Survey public funders for 12/31/04 data Update database Resolve outstanding issues (SHA units) 	Laura , Jay	Q1	
2005-2008 Consolidated Plan	<ul style="list-style-type: none"> Update Con. Plan consistency checklist Draft consistency letters as requested Review data/policies as necessary for 2006 update; update Table of Proposed Projects Assess Fair Housing Analysis of Impediments for implementation potential and develop work program 	Laura , Rick, Josephine	Ongoing Q1	
2004 CAPER Report	<ul style="list-style-type: none"> OH section to HSD 	Laura , Joanne L	Feb	
Mid-Year and Annual Housing Levy Reports	<ul style="list-style-type: none"> Prepare annual Accomplishments report covering all OH funding and incentive programs Prepare required mid-year and annual Housing Levy reports to Council 	PIO, Maureen Maureen	Q4 Q3-Q4	
King County Benchmarks Report	<ul style="list-style-type: none"> Provide 2004 data to Allan Johnson at King County 	Laura	Q4	
Multifamily Property Tax Exemption	<ul style="list-style-type: none"> Review new project apps/legislation to Council Process previously approved projects as required Send annual status report to Council, including 	Angela, Rick	Ongoing Ongoing Q1	



2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	<ul style="list-style-type: none"> possible program amendment legislation Complete OH Director's Rules clarifying administrative details 		Q1	
Multifamily Rehabilitation Program	<ul style="list-style-type: none"> Complete construction loan administration for Lowman Building Provide program analysis and information to Council as requested 	Dan Rick, Bill	Ongoing Q1	
Downtown Code Changes	<ul style="list-style-type: none"> Assist DPD in preparing Code language relating to new Residential Bonus Complete Nexus analysis/report Assist DPD during Council review Complete OH Director's Rule relating to Bonus program 	Laura, Rick	Q1 Q1 Q1-Q2 Q1	
Southeast / Rainier Valley	<ul style="list-style-type: none"> Participate in IDT led by OED and OMP to implement recommendations of the SE Action Agenda, including recommendations for housing development in urban centers and station areas Assist with development of Rainier Valley Community Development Fund (CDF) operating plan proposals to Council regarding investment in mixed-use transit-oriented development Increase marketing of first-time homebuyer assistance and HomeWise housing repair and weatherization assistance to low income homeowners in the Rainier Valley 	Maureen, Angela, Laura, Joanne L., Tran, Paula PIO, Tran, Paula M	Q1 Q2	
South Downtown	<ul style="list-style-type: none"> Assist DPD in development of strategies to stimulate housing production and achieve diversity/affordability 	Rick, Laura	Ongoing	
South Lake Union	<ul style="list-style-type: none"> Implement Housing Principles/Action Steps identified through community outreach process in 2004 Assist DPD in addressing Council issues as phase 1 rezone is considered 	Rick, Laura, Angela, Joanne Q, Paula M, Joanne L, Bill	Ongoing Q1	



2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	<ul style="list-style-type: none"> • Work with OPM/DPD to consider additional Code changes to promote affordable housing through TDR/Bonus provisions • Implement strategies to encourage preservation and employer-assisted housing efforts 		Ongoing	
			Ongoing	
University District	<ul style="list-style-type: none"> • Assist DPD/OED in developing height bonus Code provisions 	Laura, Rick	Ongoing	
First Hill	<ul style="list-style-type: none"> • Assist DPD to make High-rise Bonus provisions consistent with new linkage programs in revitalization areas 	Laura	Ongoing	
Chinatown--ID	<ul style="list-style-type: none"> • Work with DPD, DON, and OED and community members to implement targeted action steps relating to reuse of vacant residential space in mixed use buildings • Encourage nonprofit acquisition of one MF building to facilitate building renovation 	Rick, Bill Joanne L, Lending staff	Ongoing	
Neighborhoods (General)	<ul style="list-style-type: none"> • Participate in Economic Vitality and Growth Management Subcabinets • Monitor Neighborhood Plan Projects as needed 	Rick Laura	Ongoing Ongoing	
Housing Investment Areas	<ul style="list-style-type: none"> • Actively promote home buyer assistance and NHOP in eligible areas 	Paula M, Maureen		
Surplus Property Disposition	<ul style="list-style-type: none"> • Hiawatha site legislation to Council • Complete selection of developer for Dearborn site • Identify firm development option for 6th and Yesler • Transfer 20th and Jackson to Fleets • Coordinate, with Fleets assistance, disposition of nine properties lacking affordable housing development potential • Resolve I-96 tenant issues leading to disposal of 2425 S Judkins property • Assist City Light in disposition of 1-2 SCL 	Angela, Rick, Paula M, Tom	Q1 Q2 Q4 Ongoing Q2 Ongoing	



2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	<ul style="list-style-type: none"> properties available for affordable housing in 2005 Conduct ongoing property management responsibilities necessary until transfer 		Ongoing	
Real Estate Oversight Committee	<ul style="list-style-type: none"> Monitor City property disposition for housing development opportunities as a member of the Real Estate Oversight Committee 	Angela	Ongoing	

PRIORITY #5: Constantly improve our organization so that OH will be recognized as a model, high performing organization with a culture that promotes and rewards excellent performance

2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
Provide comprehensive finance services to OH staff	<ul style="list-style-type: none"> Develop, prepare and secure approval of department operating and capital budgets from DOF, Mayor and Council 	Michael , Josephine, Dave, Ethel, Mila	Q2-Q4	
	<ul style="list-style-type: none"> Maintain financial controls, perform research and financial analysis to develop policy, procedural or operational changes impacting the operating and capital budgets 	Josephine, Michael, Dave , Ethel, Mila	Ongoing	
	<ul style="list-style-type: none"> Develop and distribute monthly financial status reports to management, City authorities and grantors of funds 	Michael, Josephine, Dave , Ethel, Mila	Ongoing	
	<ul style="list-style-type: none"> Maintain, monitor and reconcile the HUD-approved indirect cost rate for OH that is compliant with all applicable regulations 	Josephine, Michael, Dave	Ongoing	
	<ul style="list-style-type: none"> Administer and maintain the capital and operating budgets; oversee the budget revision process, monitor expenditures and revenues to insure collection 	Dave, Josephine, Michael , Ethel, Mila	Ongoing	
	<ul style="list-style-type: none"> Maintain general ledger and subsidiary ledgers including accounts payables and receivables, payroll and loan servicing functions 	Josephine, Michael, Dave , Ethel, Mila	Ongoing	
	<ul style="list-style-type: none"> Update and revise the Policies and Procedures Manual 	Josephine , Michael, Dave, Ethel, Mila,	Ongoing	
			Ongoing	



2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	<ul style="list-style-type: none"> Collect, analyze, and interpret financial data and other program information to support the reportings on the status of each grant Facilitate OH in meeting WMBE aspirational goals in purchasing and vendor contracts Maintain and reconcile subsidiary ledgers with Summit. Areas include and not limited to: IDIS, Loan Ledger, SFDB, MFDB Implement on-line timesheet 	Josephine, Michael, Dave, Ethel, Mila Dave, Josephine, Michael, Ethel, Mila Josephine, Michael, Dave, Ethel, Mila Ethel, Mila	Ongoing Ongoing Q2	
Loan Servicing	<ul style="list-style-type: none"> Provide aging reports on a monthly basis, calculate amounts owing and assist where relevant asset management, Homebuyer and HomeWise units to collect past due amounts Draft department wide loan servicing policies and procedures 	Mila, Josephine, Cindy, Paula M, Tran, Paula W Josephine, Mila, Cindy, Paula M, Tran, Paula W	Ongoing Draft distributed Q2, Final Q3	
Provide IT application development services to OH Staff	<ul style="list-style-type: none"> Integrate the Dispersion database into MFDB Convert Access based databases MFDB/SFDB summit queries to SQL Server 2000 Retain a consultant for conversion from Access to SQL for the database Continue to upgrade and maintain current databases 	Jay, Josephine, Laura, Tom Jay, Don, Josephine, Josephine, Jay, Don Jay, Josephine	MFDB module Q1, SFDB Module Q4 Q2 initial dev; Continued dev./impl. 2006 Q4 Ongoing	
Provide Comprehensive computer hardware and software support to OH staff	<ul style="list-style-type: none"> Provide a full range of City supported hardware and software applications to OH staff Analyze, troubleshoot, resolve computer issues in a timely manner, and inform the users about the issue and advise them on how to address said issues, if appropriate Provide technical consultations, advice and 	Don, Josephine Don, Josephine Don, Josephine	Ongoing Ongoing Ongoing	



2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	services in all computer-related areas <ul style="list-style-type: none"> • Continue to install, update, upgrade, configure fileserver, SQL Server and other equipment for efficiency • Analyze user requirements and implement necessary system modifications, deploy new equipment and software, make system enhancements 	Don , Josephine Don , Josephine	Ongoing Ongoing	
Provide excellent Administrative office support and customer service	<ul style="list-style-type: none"> • Manage front desk reception, phones, cars, office support functions in a timely, courteous and professional manner 	Ginny , Josephine, Judy, Gladys	Ongoing	
Provide Comprehensive Human Resource services and functions to OH staff	<ul style="list-style-type: none"> • Manage the human resource function including all employment and recruitments (approx 4 hiring processes per year), labor relations (approx 5 formal issues per year), training (processing of approx 75 requests per year), employee relations, employee records, and related duties • Provide expert analysis and guidance to managers and staff on human resource-related issues, including classification compensation reviews (approx 5 per year), workers compensation issues/claims (approx 2 per year), and safety issues (approx 2 per year). This requires a broad range of knowledge of the principles, methods and practices applicable to the administration of a decentralized personnel program • Serve as the benefits liaison; accurately maintain all human resource and benefit records in CSS (approx 50 per year) • Act as a liaison in all human resource functions between OH and the Personnel Department, other City departments, elected officials, union representatives, and representatives of other public and private agencies for purposes of planning work activities, negotiating resolutions, exchanging 	Jean T , Josephine Jean T , Josephine Jean T , Josephine Jean T , Josephine	Ongoing Ongoing Ongoing Ongoing	



2005 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	<ul style="list-style-type: none"> information and providing direction Serve as OH lead for Citywide Race and Social Justice coordination team 	Jean T		
Implement department performance management system	<ul style="list-style-type: none"> Set agency strategic workplan each year Each employee receives a performance evaluation at the end of the year OH "Building Block" Awards – recognize outstanding performance 	OH everyone	Q4 establish next year's goals/plan	
Communications issues	<ul style="list-style-type: none"> Provide analysis, guidance and support to OH managers and staff on communications issues 	PIO , Gretchen	Ongoing	
Communications Team	<ul style="list-style-type: none"> Create OH Communications Team to strategize, carry out communications 	PIO , Staff	Q1 & ongoing	
OH 2004 Annual Report, including Levy	<ul style="list-style-type: none"> Draft Report to HLOC Final Report to Council Produce and distribute Report Media announcement with highlights 	Maureen, PIO , Gretchen, Cindy, Joanne L, Paula M, Tom, Jay, Mark	Jan Feb March	
2005 Housing Levy Mid-Year Report	<ul style="list-style-type: none"> Draft Report to HLOC Final Report to Council 	Maureen , Cindy, Joanne L, Tom, Jay, Paula M	June July	
Website	<ul style="list-style-type: none"> Annual review, update, revise website to articulate current messages, look-and-feel, programs 	Gretchen, PIO , staff, stakeholders, City Web Team	Q2, with ongoing maintenance	



List of Acronyms

CAMP = Central Area Motivational Program
CDBG = Community Development Block Grant
CDCC = Contractor Development & Competitiveness Center
CDF = Rainier Valley Community Development Fund
CHOC = Community Home Ownership Center
CTED = Washington State Department of Community, Trade & Economic Development
DHCP = Dynamic Host Configuration Protocol
DNDA = Delridge Neighborhood Development Association
DOF = Seattle Department of Finance
DON = Seattle Department of Neighborhoods
DPD = Seattle Department of Planning & Development
EIS = Environmental Impact Statement
HDC = Seattle/King County Housing Development Consortium
HLOC = Housing Levy Oversight Committee
HSD = Seattle Human Services Department
HUD = U.S. Department of Housing & Urban Development
ID = International District
IDT = Interdepartmental Team
KC = King County
MF = Multifamily
MFDB = Multifamily Database
MOSC = Seattle Mayor's Office for Senior Citizens
MOU = Memorandum of Understanding
NHOP = Levy Neighborhood Housing Opportunity Program
NOFA = Notice of Funding Availability
O&M = Levy Operating & Maintenance Program
OED = Seattle Office of Economic Development
OH = Seattle Office of Housing
OIR = Seattle Office of Intergovernmental Relations
OPM = Seattle Office of Planning & Management
PAT = Policy Advisory Team
RFP = Request for Proposals
RSN = Regional Support Network
SFDB = Single Family Database
SFI = Sound Families Initiative
SHA = Seattle Housing Authority
SLU = South Lake Union
SPU = Seattle Public Utilities Department
SQL = Structured Query Language
TDR = Transferable Development Rights
TOD = Transit Oriented Development
UDPA = University District Parking Association

WLIHA = Washington Low-Income Housing Alliance
WMBE = Women/Minority Business Enterprise
WSHFC = Washington State Housing Finance Commission
WZ = Weatherization



Rick Hooper
January 20, 2005
OH Work Program
Version #1

Form revised December 9, 2004

FISCAL NOTE FOR NON-CAPITAL PROJECTS

Department:	Contact Person/Phone:	DOF Analyst/Phone:
Office of Housing	Rick Hooper, 4-0338	Janet Credo, 4-8687

Legislation Title:

A RESOLUTION establishing a Work Program for the Office of Housing in 2005.

• **Summary of the Legislation:**

The resolution adopts the Office of Housing's 2005 work program.

• **Background:** *(Include brief description of the purpose and context of legislation and include record of previous legislation and funding history, if applicable):*

Seattle Municipal Code, Section 3.14.750, requires the Office of Housing to submit a work program annually to City Council for approval. OH has prepared a detailed work program for 2005 in accordance with this requirement. It is Attachment A to the resolution.

• *Please check one of the following:*

☒ **This legislation does not have any financial implications.** *(Stop here and delete the remainder of this document prior to saving and printing.)*

☐ **This legislation has financial implications.** *(Please complete all relevant sections that follow.)*

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30751

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STATE OF WASHINGTON - KING COUNTY

--SS.

184830
CITY OF SEATTLE, CLERKS OFFICE

No. RESOLUTION TITLE ONLY

Affidavit of Publication

The undersigned, on oath states that he is an authorized representative of The Daily Journal of Commerce, a daily newspaper, which newspaper is a legal newspaper of general circulation and it is now and has been for more than six months prior to the date of publication hereinafter referred to, published in the English language continuously as a daily newspaper in Seattle, King County, Washington, and it is now and during all of said time was printed in an office maintained at the aforesaid place of publication of this newspaper. The Daily Journal of Commerce was on the 12th day of June, 1941, approved as a legal newspaper by the Superior Court of King County.

The notice in the exact form annexed, was published in regular issues of The Daily Journal of Commerce, which was regularly distributed to its subscribers during the below stated period. The annexed notice, a

CT:30751,30758 & 30760

was published on

04/25/05



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Subscribed and sworn to before me on

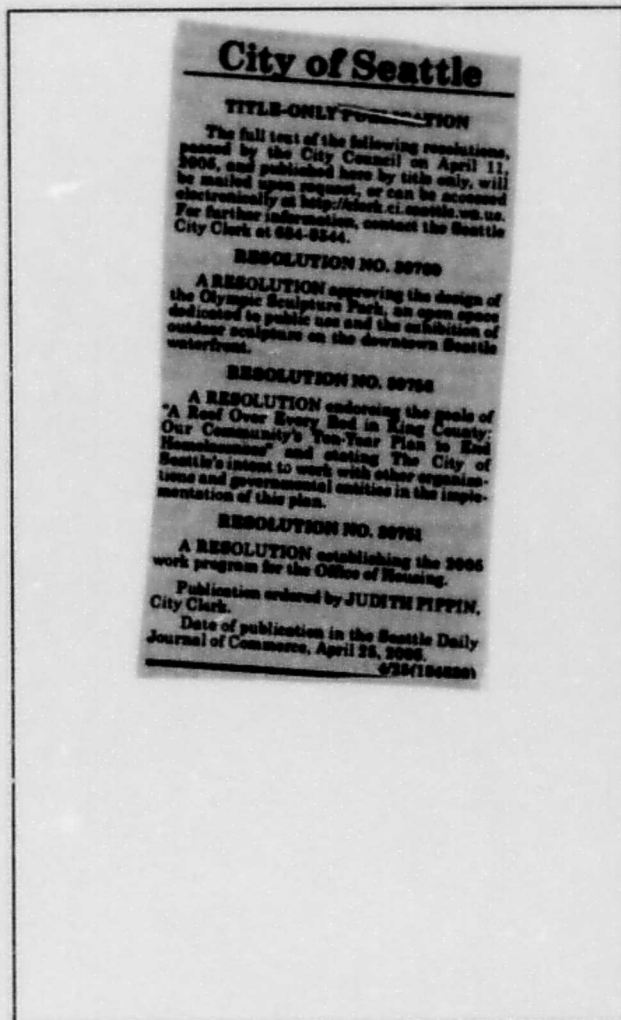
04/25/05

Jennifer A. Patzer

Notary public for the State of Washington,
residing in Seattle

Publication

State of Washington, King County



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