RESOLUTION No. 31362

A RESOLUTION establishing the 2012 work program for the Office of Housing.

Introduced: 3.5.12	By:
Referred:	To: Housing, Human Services Health + Culture
Referred:	To:
Reported: 4/2/12	
Passed: 8-0	Signed: 4/2/12
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Law Department

pass 3-0 NL, SB, BH

April 2, 2012 Full Council Adopted 8-0 (excused: Rasmussen)

Smead 107 YSP17704

Amy Gray
OH 2012 Workplan RES
February 3, 2012
Version #1

RESOLUTION 31362

A RESOLUTION establishing the 2012 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 2012 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:

DIS CITY CLERK

The City Council establishes the work program attached hereto as Attachment A for the Seattle Office of Housing for the year 2012.

Adopted by the City Council the 2nd day of April, 2012, and signed by me in open session in authentication of its adoption this 2nd day of April, 2012.

President _____ of the City Council

THE MAYOR CONCURRING:

Michael McGinn, Mayor

Filed by me this 11th day of April, 2012.

Monica Martinez Simmons, City Clerk

(Seal)

Attachment A - Office of Housing 2012 Strategic Work Program

2012 CITY CLERK

DIS CITY CLERK

OFFICE OF HOUSING

2012 STRATEGIC WORK PROGRAM
FEBRUARY 15, 2012

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.

OFFICE OF HOUSING 6 PRIORITY AREAS:

Priority #1: Investing in production and preservation of rental affordable housing.
Priority #2: Investing in housing linked with supportive services for people who are homeless or have special needs.
Priority #3: Providing energy efficiency services to low-income renters/homeowners.
Priority #4: Increasing homeownership opportunities for first-time buyers and assisting low-income homeowners.
Priority #5: Engaging in strategic planning/program development: Emphasize support for sustainable community building, neighborhood revitalization, OH lending programs, and the Ten Year Plan To End Homelessness.
Priority #6: Constantly improving our organization so that OH will be recognized as a model, high-performing City office with a culture that promotes and rewards excellent performance.

DOS CITY CLERK

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
PRIORITY #1: INVESTING IN PRODUCTION AND PRESERVATION OF AFFORDABLE HOUSING				
A. Funding for Affordable Rental Housing				
Allocate funds through OH Notice of Funds Availability and coordinate funding reviews and decisions with other funders.	• Prepare NOFA capital application materials for publishing and website, hold briefing--fund an estimated 250 units in 2012 • Coordinate combined countywide supportive housing NOFA with 5-8 funders including County, United Way, ARCH, CEH funds • Coordinate Public Funder Review of NOFA applications for State, Commission, County and ARCH • Review approximately 25 applications including county document recording fee and State Housing Trust Fund applications • Recommend funding awards to Credit Committee and Director • Announce awards with media and community event	**Julie, Laurie & Lending staff** Cindy & Asset Mgmt staff, Laurie & Lending staff **Laurie** Laurie & Lending staff Laurie **Julie**	Not later than July 2012	HSD
Transaction work on new and existing projects – legal closings, refinances, subordinations, amendments, work-outs	• Process monthly disbursements for approx. 15 funded projects in development • Prepare legal documents and complete legal closings for approx. 10 (new) projects • Maintain priority schedule for legal dept. to meet closing deadlines and work internally to prioritize	**Laurie & Lending staff, Cindy &** Asset Mgmt staff for all milestones in this section	Ongoing	DPD, FAS, DON, Law

DIS CITY CLERK

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	closings			
Administer Acquisition and Opportunity Funds and work with other predevelopment lenders	• Hold pre-application meetings and review applications • Work with Impact Capital, United Way, Housing Finance Commission, Enterprise Foundation and other organizations to facilitate site acquisition • Manage fund balances and pipeline	**Laurie & Lending staff,** Maureen **Dan B, Laurie,** Lending staff	Ongoing On-going First half of year	
Administer Wage Rate policy in conjunction with DEA	• Convene pre-construction meetings Conduct site visits, Monitor wage payments, Evaluate implementation	**(FAS)** Laurie, Dan	Ongoing	FAS
Promote and monitor Section 3 and WMBE utilization	• Implement new Section 3 guidance and reporting requirements for hiring of low-income workers on federally funded construction projects • Assess WMBE utilization semi-annually	**Laurie & Lending staff** **Lindsay** (FAS)		FAS
Monitor and advocate for changes in WSHFC tax credit and tax-exempt bond allocation policies that align with City goals	• Work with Commission to align funding decisions	**Laurie & Lending staff**	As needed	OIR
Fire Station #39 Site	• Develop program plan for a permanent housing project, including permanent housing above potential interim housing use	**Laurie and Quinnie**	Ongoing	HSD
Facilitate a workgroup of capital funders to align policies and procedures for more efficient combined	• Develop scope of topics to be covered • Set regular meetings and agendas	**Laurie, Tom**	Monthly	HSD

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
funding				
Leverage State and King County 2060/RAHP capital and operating funds for Seattle housing projects	• Participate on King County Inter-jurisdictional Working Group • Recommend appropriate projects to KC for capital and operating funding to secure full sub-regional share for Seattle projects	**Laurie & Lending staff** for all milestones in this section	Q3	HSD
Leverage and maximize resources, and advocate for Seattle projects	• Participate on Impact Capital's Board • Participate on monthly Impact Capital King/Pierce County Credit Committee • Attend Quarterly State Housing Trust Fund Policy Advisory Team meetings • Participate on other review committees such as Washington Families Fund, McKinney, Countywide Supportive Housing NOFA or HSD RFPs where appropriate • Hold meetings with service and operating funders to ensure long-term investments at capital reservation	**Rick** **Laurie** **Laurie** **Laurie & Lending staff** **Laurie & Lending staff**	Ongoing	HSD
Work with HSD and other funders to identify particular homeless population groups to be served through NOFA processes	• Identify pilot projects • Look for opportunities to support a project serving people with TBI • Work with CEH staff to coordinate efforts • Prepare Mayor for CEH Board meetings	**Laurie & Lending staff** for all milestones in this section	Ongoing	HSD, OED, DON, DPD, Law
TDR/Bonus Transactions	• Technical assistance to DPD staff,	**Laura,** New Manager,	Ongoing	DPD, DON, Law

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	commercial developers and nonprofit housing developers • Draft and execute Bonus Covenants and TDR Agreements as needed • Draft TDR Bank legislation as needed • Complete underwriting for TDR sending sites and recipients of bonus funds • TDR/Bonus recordkeeping/database	Lending staff **Laura** **Laura**, Lending staff **Laurie,** Lending staff, Cindy, Laura **Laura, Dave**		
B. Preserving OH Affordable Rental Housing Portfolio—ensuring City investments remain sustainable				
Assessment and Intervention, transfers and work-out of troubled projects	• Collaborate to develop work-out options and implementation • Implement intervention strategies and policies for transfers, refinancing, and troubled projects • Facilitate workouts and change of ownership of projects as needed	**Cindy & Asset Mgmt staff, Laurie & Lending staff** for all milestones in this section	As needed	Law
Real Estate Transaction work on existing projects – legal closings, refinances, subordinations, amendments, transfers, easements, leases, work-outs	• Track scheduled loan payments, maturity dates, loan repayments etc. Work with agencies to extend terms of affordability as needed. • Review requests and proposed transactions, reach common goals and prepare documents for projects in current portfolio	**Cindy & Asset Mgmt staff** **Laurie & Lending staff**	Ongoing	
Asset management of City rental housing investment. Ongoing monitoring of 270-300 projects in OH loan portfolio with attention to projects demonstrating risk.	• Monitor projects in loan portfolio for contract compliance • Track occupancy rates • Renew MOU with WSHFC • Coordinate project site visits, inspections and intervention activities with funders (economize	**Cindy & Asset Mgmt staff** for all milestones in this section	Ongoing Q1 Ongoing	DPD, OSE, DON, HSD

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Maintain Partnership with Commerce, King County, WSHFC and other agencies. Continue streamlining monitoring activities.	on OH staff hours) • Review 100% annual reports by year-end • Assess project performance and provide feedback in performance letters to property owners. • Summarize performance issues in Project Activity Report • Organize and update database with information from WBARS. Share trend information with stakeholders • Coordinate utilization of WBARS with Commerce, King Co and WSHFC Collaborate on upgrades and improvements • Maintain Partnership with funders through Combined Funder Monitoring Coordination Taskforce. Provide training to property owners and managers • Partner with HDC to promote principles included in OH "Housing Preservation Guide" • Provide annual Asset Management Report		Q4 Q4 Q4 Ongoing Q2 Q3	
MacArthur Window of Opportunity Grant; implement joint effort with Commerce and Impact Capital to preserve affordable housing	• Develop portfolio and recapitalization plans • Collaborate with joint funders in statewide (web-based) data collection using WBARS • Partner with Impact Capital on work program aimed at promoting	**Cindy & Asset Mgmt staff**	Ongoing 2Q	

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	preservation strategies, tools and training • Work with agencies that received grants to develop Portfolio Preservation Plans for their OH-funded properties • Coordinate presentation of 'preservation plans' developed by grant recipients • Update underwriting policies and strategies	**Cindy and Laurie**	3-4Q Draft 1Q; Final 3Q	
Implement incentives and policy to increase reserve levels in OH funded projects	• Assess replacement reserves as part of project performance reviews • Promote policy options to encourage owners to make stronger reserve deposits • Amend contracts as appropriate and consistent with policy and guidelines	**Cindy & Asset Mgmt staff** **Cindy & Asset Mgmt staff** **Cindy and Laurie**	Q3	
Emergency Management Housing Strategy	• Work with City Emergency Management officials to create housing plan as part of emergency preparedness strategy	**Joanne**, Julie	As needed	
Assessment and Intervention, transfers and work-out of troubled projects	• Collaborate to develop work-out options and implementation • Implement intervention strategies and policies for transfers, refinancing, and troubled projects • Facilitate workouts and change of ownership of projects as needed	**Cindy & Asset Mgmt staff** **Laurie & Lending staff** for all milestones in this section	As needed	Law
C. Sustainability				
Promote sustainable buildings through education	• Market conservation programs • Refer rental housing in OH portfolio	**Cindy, Joanne** **Cindy, Joanne, Miriam,**	Ongoing	DPD, OSE

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
& marketing available resources	or newly NOFA-funded buildings to HomeWise WZ • Promote sustainable building program and assist newly funded projects in achieving (Evergreen) sustainable building plans and report results • Collaborate with Commerce on Evergreen program to assure that the (ESDS) standard is workable for Seattle projects	Laurie, Lending & Asset Mgmt staff **Cindy, Joanne** **Cindy, Joanne**		
PRIORITY #2: INVESTING IN HOUSING LINKED WITH SUPPORTIVE SERVICES FOR PEOPLE WHO ARE HOMELESS OR HAVE SPECIAL NEEDS				
A. Funding for Supportive Housing Projects				
Continue and enhance countywide combined homeless funding coordination	• Provide staff leadership for supportive housing public funder group including countywide service agencies and housing sources • Lead negotiations with County and State for funding allocations that maximize collective investments • Implement funding plan for chronically homeless and other high need populations in joint initiative with United Way and King County • Work to improve alignment and coordination of housing and services funding, including with Human Services/Vets Levy and County homeless funds	**Laurie** **Laurie** **Laurie & Lending staff** **Laurie**	Ongoing	HSD
Promote supportive housing	• Provide input on funding decisions	**Laurie & Lending staff**	Ongoing	HSD, OED, DPD, DON

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
best practices and participate in planning and implementation of new system-wide efforts	and project service design to expand options for homeless people • Participate in Client Care Coordination System • Explore new models for underserved homeless populations, including homeless single adults who are working • Produce countywide reports for Ten-Year Plan goals	 **Lindsay** **Lindsay** **Lindsay**		
Ten-Year Plan Committee Participation	• Participate on CEH committees including Funders Group, Interagency Council, Chronic Homeless Funders, other population committees, Legislative Advocacy, and Communications • Work with partners to implement recommendations for the 5 year mid-point review, including efforts to better assist immigrant/refugee populations	Rick, Laurie, Julie, Maureen Rick, Laurie, Maureen, Lindsay & Cheryl	Ongoing Q1	HSD
Systems Change	• Play an active role in the development and implementation of the coordinated care system for high-needs adults with significant barriers to housing • Support implementation of the Family homelessness system reforms, including coordinated entry and assessment • Support the Youth and Young Adult systems change development and implementation	**Laurie** **Laurie,** Maureen **Laurie, Maureen**		HSD

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
B. OH Supportive Housing Portfolio—ensuring sustainability of existing units				
Provide annual operating support to projects serving low income and special needs	• Continue administration of 1986, 1995, 2002 and 2009 O&M programs. Evaluate 50-60 annual subsidy requests and award 2012 contract renewal to eligible agencies • Make 2009 Levy O&M subsidy awards for newly completed OH-funded housing in conjunction with KC ORS NOFA awards. Maintain summary information and track projections on O&M funds	**Cindy, Sandi** for all milestones in this section	Ongoing Q1-Q4	HSD, Law
Leverage Federal, State and County O&M and service funding for Seattle housing projects	• Participate on KC ORS work group • Participate on Commerce PAT subcommittee • Coordinate project reviews with other funders	**Cindy, Lending staff** **Laurie, Maureen** **Laurie & Lending staff**	Ongoing	HSD
PRIORITY #3: PROVIDE ENERGY EFFICIENCY SERVICES TO LOW-INCOME RENTERS/HOMEOWNERS				
Provide energy efficiency services to low income renters / homeowners / low income multi-family buildings	• Fund and deliver energy efficiency improvements, including installation of new technologies, for over 750 residential units • Per MOA, administer SCL funding to deliver SCL's low-income single- and multi-family weatherization programs • Per MOA, administer OSE funding to deliver a portion of the Community Power Works' multi-family program • Minimize Department of Commerce	**Miriam**, HomeWise staff **Miriam** **Miriam, Sherri** **Miriam**	Ongoing Q2 Ongoing Ongoing	

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	inspection and monitoring findings • Develop new protocol for tracking energy savings and other program impacts • Effectively manage program finances to ensure complete utilization of all available fund sources	**Miriam, Rehab Specialists** **Miriam, Sherri**	Ongoing Ongoing	
PRIORITY #4: INCREASING HOMEOWNERSHIP OPPORTUNITIES FOR FIRST-TIME BUYERS AND ASSISTING LOW-INCOME HOMEOWNERS				
A. Homebuyer Assistance				
Allocate Program Funds	• Budget and allocate homeownership funds through a competitive Notice of Fund Availability process • Apply to WSHFC for House Key Plus Seattle Funds	**Quinnie,** Sandy W for all milestones in this section	Q1, Q3 Ongoing	Law
Market City Homebuyer Programs	• Update OH website monthly • Develop revised homeownership outreach materials	**Quinnie,** Julie for all milestones in this section	Ongoing Ongoing	
Process Home Purchase Closings	• Process individual closing transactions for approximately 48 units in current projects by year end • Work with OH Finance to refine Loan Servicing Database • Work with OH Finance to refine budget and fund management practices	**Quinnie, Sandy W** **Quinnie, Sandy W,** Dan B **Quinnie, Dan B,** Sandy W, Denise	Ongoing Ongoing Q1, Q2	Law
Manage Homebuyer Loan Portfolio	• Process loan subordination/refinance requests and loan pay-off reconveyances by year end • Monitor OH Portfolio for compliance	**Quinnie, Sandy W** for all milestones in this section	Ongoing	

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	with loan terms and loan payments; modify loan notes as necessary • Work with OH-homeowners facing foreclosure to offer loan modifications to keep families in homes			
HomeSight Contract Monitoring	• Prepare, execute, monitor contract with HomeSight	**Quinnie**	Ongoing	HSD
B. Assistance for Low-Income Homeowners Facing Foreclosure				
Close out and evaluate Foreclosure Prevention Pilot Program	• Close out and evaluate Foreclosure Prevention Pilot Program • Work with homebuyer counseling agencies to pursue additional state and/or federal funds for foreclosure prevention and counseling	**Quinnie** for all milestones in this section	Ongoing	
Work with partners to implement Section 2.2 of Resolution 31337	• Review lender information on foreclosures • Determine feasible scope of work to implement Section 2.2	**Quinnie** for all milestones in this section	Ongoing	HSD
C. Assistance for Low Income Homeowners				
Provide rehabilitation loans to low income homeowners	• Initiate 30 rehab loans for major repairs to low-income homeowners • Manage 40 resulting rehab projects (including carryovers from 2011) • Expand program marketing and outreach to increase program utilization • Assess program's current financial stability and propose alternative structure as necessary.	**Paula W,** Miriam **Aziz,** Miriam	Ongoing	Law

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Administer minor home repair grants for low income homeowners	• Continue to administer CDBG-funded minor home repair contract • Develop and deploy an enhanced review process for reimbursement requests	**Miriam**, Sherri for all milestones in this section	Ongoing	HSD
PRIORITY #5: STRATEGIC PLANNING / PROGRAM DEVELOPMENT: EMPHASIZE SUPPORT FOR SUSTAINABLE COMMUNITY BUILDING, NEIGHBORHOOD REVITALIZATION, OH LENDING PROGRAMS, AND THE TEN YEAR PLAN TO END HOMELESSNESS				
Incentive Zoning	• Work with DPD on code revision to streamline and simplify as necessary. Work with DPD on draft legislative package for Mayor/City Council review. • Work with DPD on options paper for City Council review to potentially revise Program • Assist DPD with contract rezone processes that link to incentive zoning provisions • Prepare incentive zoning reports as requested	**Laura,** New Manager, Maureen for all milestones in this section	Ongoing	DPD, Law
Neighborhood Equitable Transit Oriented Development Initiative	• Administer $3 million HUD grant to the City for equitable development in Southeast Seattle • Lead multidepartment management team to implement grant funds • Lead project team for property acquisition loans for mixed-use affordable housing development in TOD areas • Coordinate with HUD staff and UW evaluation team on project evaluation and reporting	**Rick,** Ryan, Dan B, New Manager **Ryan,** New Manager **Maureen, Ryan** **Ryan**	Ongoing	DPD, DON, OED

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	• Submit legislation to Council accepting and appropriating funds		Q1	
Preserve Affordable Housing with Expiring HUD Mortgages	• Explore options to prevent loss of federal housing subsidies and displacement of very low income residents • Coordinate with HUD, SHA, WSHFC, and community advocates to identify resources for on-going rental assistance • Coordinated with DPD on tenant relocation efforts	**Maureen,** Rick, Amy for all milestones in this section	Ongoing	
Neighborhood Planning	• Participate on IDT to coordinate Neighborhood Planning efforts • Work with neighborhoods and City staff on housing issues/elements • Address housing issues that arise during the planning processes	**Ryan**, New Manager for all milestones in this section	Ongoing	DPD
RSJI	• Implement 2012 work program • Participate in regional fair housing policy development as part of PSRC's Growing Transit Communities initiative	**Rick, Laura, Lindsay**, all OH staff **Laura**	Ongoing	OCR
Consolidated Plan	• Prepare CDBG and HOME 2011 Annual Reports and 2012 Mid-Year Reports • Participate in 2012 Substantial Amendment process • Additional reports needed to comply with federal funding requirements • Prepare consistency letters for projects applying for OH and other	**Laura**, Laurie, Miriam, Quinnie, Lindsay **Laura**, Rick, Dan, Laurie **Lindsay**, Laurie **Amy**, Rick	Q1, Q2 Q1, Q3 Ongoing Ongoing	HSD, Law

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	public fund sources • Coordinate with HSD on potential extension of 2009-2012 Consolidated Plan through 2013; update housing policies, AAP, and strategies as needed • Begin scoping new analysis of impediments to fair housing, for Council adoption in Fall 2013, with effective date 1/1/14	**Laura**, Rick, Dan B, Maureen, Laurie, New Manager, additional OH staff as needed **Laura**, Rick, Lindsay, New Manager, additional OH staff as needed	Q2 Q4	
Margola settlement process	• Participate in Margola steering committee led by Seattle City Attorney's Office • Administer Margola settlement funds, entering contracts for specific tenant/landlord activities identified in the court-approved fund allocation plan • Launch Housing Locator service, free to landlords and tenants, and serve on steering committee to oversee operation • Administer an RFP process to identify community projects, staff a landlord/tenant selection committee, and contract with selected providers	**Maureen** **Maureen,** Dan B, Amy **Maureen, Amy** **Maureen,** Amy	Ongoing Q2, Q3	Law
2012 CAPER Report	• Prepare OH section on accomplishments and transmit to HSD	**Laura,** Lindsay, Laurie, Miriam, Rick, Sherri	Q1	HSD
Housing Levy A&F Plan and Annual Report	• Update Housing Levy Administrative & Financial Plan, including review by the Housing	**Maureen,** Laurie, Cindy, Quinnie	Q2	

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	Levy Oversight Committee, which guides program implementation • Prepare Levy Annual Report, including review by Housing Levy Oversight Committee, and submit to Council	**Maureen,** Tom, Cindy, Quinnie, Julie	Q1	
Benchmarks Reports	• Provide data to King County staff for the County Benchmarks Report • Provide assistance to Planning Commission staff on the Seattle Benchmarks Report	**Laura,** New Manager	As needed	
TDR and Bonus Programs	• Facilitate use of programs by commercial and market-rate housing developers • Facilitate use of programs by affordable housing developers/owners • Monitor compliance of previously approved agreements. Update and track TDR and Bonus projects in MFDB • Administer the TDR Bank Program, including negotiating with buyers of City-owned TDR; prepare legislation for purchase and sale of TDR by the City. • Work with DPD to improve project review and tracking systems	**Laura,** New Manager **Laura**, Laurie **Laura,** New Manager, Dave, Cindy **Laura** **Laura**	Ongoing	DPD, Law
Historic Preservation	• Execute MOU between OH, DON and non-profit developers on procedure for changes to historic building exteriors	**Laura**	Q1	DON
Multifamily Property Tax	• Review and approve new project	**Amy,** New Manager	Ongoing	DPD

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Exemption	applications, an estimated 5 projects and 750 units in 2012 • Monitor compliance of previously approved projects. Update and track in MFDB • Continue to market program • Prepare Annual Report and periodic status reports to Council	**Amy,** Dan B., Jerry, Cindy **Amy** **Amy**	Ongoing Q2-Q3 Ongoing	
Surplus property redevelopment	• Investigate feasibility of joint development on five City-owned surplus or underutilized properties, consistent with Executive Order and Council resolution	**Ryan, New Manager**		FAS, Parks, DPD, SDOT
Support and Monitor redevelopment of Fort Lawton	• Monitor DOD action re: property disposition • Work with Magnolia Community to keep them apprised of the redevelopment process • If DOD makes decision on disposition of property, negotiate with DOD, together with SHA, as appropriate	**Director, New Manager, Julie**	Ongoing	OIR, Law
Sand Point Building 9 Redevelopment	• Work with DOD, Dept of Education and other federal departments on redevelopment process • Work with UW to redevelop RFP for redevelopment of Building 9 • Provide update to community and stakeholders on an as needed basis	**Director,** Ryan, New Manager for all milestones in this section	Ongoing Q2 – Q3	Parks
Housing Levy Oversight Committee	• Staff the Committee • Recruit, interview and recommend additional Mayor appointees as needed • Provide periodic reports and	**Maureen** for all milestones in this section	Ongoing	

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	additional Levy program information as requested.			
Comprehensive Plan	• Provide housing market and policy analysis and prepare recommended revisions for the housing section of the Plan	**Laura,** Maureen	As needed	DPD
South Lake Union	• Work with DPD on incentive zoning provisions of re-zone legislation	**New Manager, Laura**	Ongoing	DPD
State Legislation	• Provide information to legislators and legislative staff, in coordination with OIR during session, with emphasis on restoring funding for the State Housing Trust Fund • Participate on the Legislative Advocacy committee of CEH, assisting to develop and advance a King County and statewide homelessness agenda consistent with Seattle's adopted agenda • Participate on the board of the Washington Low Income Housing Alliance and on legislative committees • Identify affordable housing and homeless initiatives to introduce and support for inclusion in the City legislative agenda • Continue to work with new partners on jointly supported legislation (PSRC, Forterra, Futurewise)	**Maureen** for all milestones in this section	Ongoing	OIR
Federal legislation, rule-making and funding opportunities	• As coordinated by OIR, seek to retain and grow resources for housing, including CDBG, HOME, National	**Rick, Maureen, Laurie**	Ongoing	OIR

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	Housing Trust Fund, etc • Track proposed federal legislation – including tax credit extensions, expiring HUD mortgages, National Housing Trust Fund, etc – and work through OIR to advocate as needed • Track program implementation and provide input on federal program changes • Look for opportunities to seek federal funding; submit comments on program guidelines when HUD requests; work with other city agencies and jurisdictions to apply for funding	Maureen, Rick, Laurie Rick, Maureen, Laurie, Ryan		
SHA development	• Monitor lease agreement for 6th & Yesler work with FAS on review of potential surplus and underutilized parcels for affordable housing • Work with SHA to facilitate development of SHA-owned Othello at MLK site	**New Manager**	Ongoing	FAS
Sound Transit property disposition	• Work with DPD and Sound Transit on mixed-income transit-oriented development around the Broadway light rail station • Work with Board Members to create more consistent and proactive TOD support	**Ryan, New Manager, Rick** for all milestones in this section	Q2 Ongoing	DPD
Countywide Planning Policies	• Participate in inter-agency meetings hosted by King County; assist in revising the affordable housing targets of the Countywide Planning	**Maureen,** Laura	Q1-2	DPD

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	Policies			
Yesler Terrace	• Prepare cooperative agreement addressing City contributions and SHA affordable housing commitments • Work with DPD on housing provisions of rezone legislation • Participate in community advisory committee • Assist with presentation of the overall Yesler Terrace proposal to the Mayor, Council and community	**Maureen, Rick** **Laura,** Maureen **Maureen** **Maureen**	Ongoing	DPD
Subsidized Housing Database	• Update existing out-dated information and set procedures for maintaining subsidized housing database for long term	**Julie,** Laura, Lindsay, Cindy, Amy	Q1	
PRIORITY #6: CONSTANTLY IMPROVE OUR ORGANIZATION SO THAT OH WILL BE RECOGNIZED AS A MODEL, HIGH PERFORMING CITY OFFICE WITH A CULTURE THAT PROMOTES AND REWARDS EXCELLENT PERFORMANCE				
Provide comprehensive finance services to OH staff	• Develop, prepare and secure approval of department operating and capital budgets, and quarterly budget supplemental from CBO, Mayor and Council • Maintain financial controls, perform research and financial analysis to develop policy, procedural or operational changes impacting the operating and capital budgets • Develop and distribute monthly financial status reports to management, City authorities and grantors of funds	**Dan**, Dave, Denise, Glen, Rick **Dan, Denise, Dave,** Glen **Dan, Denise, Dave,** Glen	Q1-Q4 Ongoing Ongoing	CBO

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	• Administer and maintain the capital and operating budgets; monitor federal and local allocation and collection of revenues, oversee the budget revision process, monitor expenditures and revenues to insure timely collections	**Dave, Dan, Denise**, Glen	Ongoing	
	• Maintain general ledger including accounts payables and receivables, payroll and loan servicing functions	**Denise, Dave,** Dan, Glen	Ongoing	
	• Collect, analyze, and interpret financial data and other program information to support the reporting on the status of each grant	**Dan, Denise, Dave,** Glen	Ongoing	
	• Facilitate OH in meeting WMBE aspirational goals in purchasing and vendor contracts	**Dave, Denise, Dan**, Glen	Ongoing	
	• Represent OH on the Contracting Equity IDT.	**Dan**	Ongoing	
	• Maintain and reconcile subsidiary ledgers with Summit. Areas include but not limited to: IDIS, LSDB, HWDB and MFDB	**Denise, Dave, Dan**, Glen	Ongoing	
Loan Servicing	• Provide aging reports on a monthly basis, for the MF program	**Glen**	Ongoing	
	• Draft department wide loan servicing policies and procedures for the different programs	**Dan B**	Ongoing	
	○ Single Family Home Rehab Loans	**Miriam, Paula,** Dan B	Q2-Q3	
	○ Homebuyer Program	**Quinnie,** Dan B	Q2-Q3	
	○ Multifamily	**Cindy,** Dan B	Q2-Q3	
Provide IT application development services to OH	• Continue to upgrade and maintain	**Jerry**, Dan B	Ongoing	DoIT

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
staff	current databases • Assist with Summit budget module • Continue to refine reports in databases	 **Jerry, Dave, Don** **Jerry, Dave, Denise,** Tom, Cindy	 Q2-Q3 Ongoing	
Provide comprehensive computer hardware and software support to OH staff	• 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 services in all computer-related areas • 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**, Dan B **Don**, Dan B **Don**, Dan B **Don**, Dan B **Don,** Dan B	Ongoing	
Provide excellent Administrative office support and customer service	• Manage front desk reception, phones, cars, office support functions in a timely, courteous and professional manner	**Judy**, Trinette	Ongoing	
Provide Comprehensive Human Resource services and functions to OH staff	• Manage the human resource function including all employment and recruitments (approx 4 hiring processes per year), labor relations (approx 5 formal issues per year), employee training, employee	**Dan B** for all milestones in this section	Ongoing	FAS

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	relations, employee records, personnel program development, orientation, performance management and related duties • Provide expert analysis and guidance to managers and staff on human resource-related issues, including classification compensation and staffing issues (approx 5/yr), workers compensation issues/claims (approx 2/yr), and safety issues (approx 2 per year) • Serve as the benefits liaison; accurately maintain all human resource and benefit records in ESS (approx 50 per year) • Act as OH's liaison in all human resource functions • Serve as OH lead for emergency preparedness			
Implement department performance management system	• Set agency strategic work plan each year • Performance evaluation provided to every OH staff person at the end of the year	**OH everyone** **OH managers/supervisors**	Q4 goals/plan for 2013	
Communications	• Provide analysis, guidance and support to OH managers and staff on communications, media relations, marketing and publications issues • Manage advertising/marketing budget • Keep regular contact with target media to identify news coverage	**Julie**	Ongoing	

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	opportunities and press needs • Work with Mayor's Office to prepare briefing materials for all housing-related events • Work with partners to plan and hold public events • Allocate marketing budget dollars and develop targeted advertising to raise awareness of OH programs • Keep OH staff informed of housing news • Track and respond to public information requests and housing-related public correspondence • Create and distribute electronic newsletter to partners, public			
OH 2011 Annual Report	• Produce and distribute Annual Report • Send PDF to HDC, constituents and key press	**Julie**, other OH managers and staff **Julie**	Feb March	
Website	• Annual review and daily monitoring of website to update and revise to articulate current messages, compelling/logical look-and-feel, and new program information	**Julie**, staff, stakeholders, City Web Team	Ongoing	
Paper Reduction	• Implement and achieve goals under Paper Cuts paper reduction policy	**OH staff**	Ongoing	

Note: Deadlines listed in the 2012 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 Program is not intended to designate any particular person, entity, or group who will or should be especially protected or benefited, or to confer any legal entitlements.

List of Abbreviations

A & O = 2009 Levy Acquisition and Opportunity Loan Program
AAP = Annual Allocation Plan
ARCH = A Regional Coalition for Housing
CAPER = Consolidated Annual Performance and Evaluation Report
CBO = City Budget Office
CDBG = Community Development Block Grant
CEH= Committee to End Homelessness
CLT = Community Land Trust
Commerce = Washington State Department of Commerce (formerly CTED)
DEA = Department of Executive Administration
DOD = Department of Defense
DOF = Seattle Department of Finance
DON = Seattle Department of Neighborhoods
DPD = Seattle Department of Planning & Development
EIS = Environmental Impact Statement
ESDS = Evergreen Sustainable Development Standard
ESS = Employee Self Service
FAS =Finance and Administrative Services
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
IDIS = Integrated Disbursement and Information System
IDT = Interdepartmental Team
KC = King County
KCHA = King County Housing Authority
LIHTC =Low Income Housing Tax Credits
LSDB = Loan Servicing Database
MF = Multifamily
MFDB = Multifamily Database
MFTE = Multifamily Property Tax Exemption
MOSC = Seattle Mayor's Office for Senior Citizens
MOA = Memorandum of Agreement
MOU = Memorandum of Understanding
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
ORS = Operating support, Rental assistance and Services funds
OPM = Seattle Office of Planning & Management
OSE = Office of Sustainability and the Environment
PAT = Policy Advisory Team
PDF = Portable Document Format
PSRC = Puget Sound Regional Council
RAHP = Rental Assistance Housing Program
RFP = Request for Proposals
RSJI = Race and Social Justice Initiative
SCL = Seattle City Light
SFDB = Single Family Database
SHA = Seattle Housing Authority
SLU = South Lake Union
SQL = Structured Query Language
TBI = Traumatic Brain Injury
TDR = Transferable Development Rights
TOD = Transit Oriented Development
WBARS = Web Based Annual Report System
WMBE = Women/Minority Business Enterprise
WSHFC or Commission = Washington State Housing Finance Commission
WZ = Weatherization

Amy Gray
OH 2012 Workplan FISC
February 6, 2012
Version #1

Form revised: December 6, 2011

FISCAL NOTE FOR NON-CAPITAL PROJECTS

Department:	Contact Person/Phone:	CBO Analyst/Phone:
Office of Housing	Rick Hooper/4-0338	Amanda Allen/4-8894

Legislation Title:

A RESOLUTION establishing the 2012 work program for the Office of Housing.

Summary of the Legislation:

The resolution adopts the Office of Housing's 2012 work program.

Background:
(Include a 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 2012 in accordance with this requirement. It is Attachment A to the resolution.

Please check one of the following:

X **This legislation does not have any financial implications.**
(Please skip to "Other Implications" section at the end of the document and answer questions a-h. Earlier sections that are left blank should be deleted. Please delete the instructions provided in parentheses at the end of each question.)

____ **This legislation has financial implications.**
(If the legislation has direct fiscal impacts (e.g., appropriations, revenue, positions), fill out the relevant sections below. If the financial implications are indirect or longer-term, describe them in narrative in the "Other Implications" Section. Please delete the instructions provided in parentheses at the end of each title and question.)

Other Implications:

a) **Does the legislation have indirect financial implications, or long-term implications?**
(If yes, explain them here.)
N/A

b) **What is the financial cost of not implementing the legislation?**
(Estimate the costs to the City of not implementing the legislation, including estimated costs to maintain or expand an existing facility or the cost avoidance due to replacement of an existing facility, potential conflicts with regulatory requirements, or other potential costs.)
N/A

DIS CITY CLERK

c) Does this legislation affect any departments besides the originating department?
(If so, please list the affected department(s), the nature of the impact (financial, operational, etc), and indicate which staff members in the other department(s) are aware of the proposed legislation.)
The work program will involve a variety of other City departments, depending upon the objective. Please see Attachment A to the Resolution for specific departmental references.

d) What are the possible alternatives to the legislation that could achieve the same or similar objectives? (Include any potential alternatives to the proposed legislation, such as reducing fee-supported activities, identifying outside funding sources for fee-supported activities, etc.)
N/A

e) Is a public hearing required for this legislation?
(If yes, what public hearing(s) have been held to date, and/or what public hearing(s) are planned for the future?)
N/A

f) Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?
(For example, legislation related to sale of surplus property, condemnation, or certain capital projects with private partners may require publication of notice. If you aren't sure, please check with your lawyer. If publication of notice is required, describe any steps taken to comply with that requirement.)
N/A

g) Does this legislation affect a piece of property?
(If yes, and if a map or other visual representation of the property is not already included as an exhibit or attachment to the legislation itself, then you must include a map and/or other visual representation of the property and its location as an attachment to the fiscal note. Place a note on the map attached to the fiscal note that indicates the map is intended for illustrative or informational purposes only and is not intended to modify anything in the legislation.)
N/A

h) Other Issues:
N/A

List attachments to the fiscal note below:

N/A

DIS CITY CLERK

City of Seattle
Office of the Mayor

February 21, 2012

Honorable Sally J. Clark
President
Seattle City Council
City Hall, 2nd Floor

Dear Council President Clark:

I am pleased to transmit the attached Resolution that establishes the Office of Housing's (OH) 2012 Strategic Work Program in accordance with Seattle Municipal Code Section 3.14.750. The Work Program is designed to support and realize OH's mission of building strong families and healthy communities, and to increase opportunities for people of all income levels to live in Seattle. The Work Program is organized around the following six priorities:

1. Investing in 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. Providing energy efficiency services to low-income renters/homeowners;
4. Increasing homeownership opportunities for first-time buyers and assisting low-income homeowners;
5. Engaging in strategic planning/program development: emphasize support for sustainable community building, neighborhood revitalization, OH lending programs, and the Ten Year Plan To End Homelessness; and
6. Constantly improving our organization so that OH will be recognized as a model, high performing City office with a culture that promotes and rewards excellent performance.

Thank you for your consideration of this legislation and for supporting the important body of work being undertaken by OH in 2012. Should you have questions, please contact Rick Hooper at 4-0338.

Sincerely,

Michael McGinn
Mayor of Seattle

cc: Honorable Members of the Seattle City Council

Michael McGinn, Mayor
Office of the Mayor
600 Fourth Avenue, 7th Floor
PO Box 94749
Seattle, WA 98124-4749

Tel (206) 684-4000
Fax (206) 684-5360
TDD (206) 615-0476
mike.mcginn@seattle.gov

2012 CITY CLERK

STATE OF WASHINGTON – KING COUNTY

--ss.

283529 No. 31362

CITY OF SEATTLE,CLERKS OFFICE

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:TITLE ONLY RESOLUTION

was published on

04/26/12

The amount of the fee charged for the foregoing publication is the sum of $ 41.85, which amount has been paid in full.

Subscribed and sworn to before me on

04/26/12

Notary public for the State of Washington,
residing in Seattle

JENNIFER A. BORRERO
COMMISSION EXPIRES
NOTARY
PUBLIC
10-24-15
STATE OF WASHINGTON

State of Washington, King County

City of Seattle

Title Only Resolution

The full text of the following legislation, passed by the City Council on April 2, 2012, and published below by title only, will be mailed upon request, or can be accessed at http://clerk.seattle.gov. For information on upcoming meetings of the Seattle City Council, please visit http://www.seattle.gov/council/calendar.

Contact: Office of the City Clerk at (206) 684-8344.

RESOLUTION NO. 31362

A RESOLUTION establishing the 2012 work program for the Office of Housing.

Date of publication in the Seattle Daily Journal of Commerce, April 26, 2012.

4/26(283529)