

OFFICE OF HOUSING

2012 STRATEGIC WORK PROGRAM

January 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: Provide Energy Efficiency Services to Low-Income Renters/Homeowners.**
- Priority #4: Increasing Homeownership Opportunities for First-Time Buyers and assisting Low-Income Homeowners.**
- 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.**
- 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.**

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

A. Funding for Affordable Rental Housing

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Allocate funds through OH Notice of Funds Availability and coordinate funding reviews and decisions with other funders.	<ul style="list-style-type: none"> • Prepare NOFA capital application materials for publishing and website, hold briefing--fund an estimated <u>250</u> 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 	<p>Laurie & Lending staff For all milestones in this section</p> <p>*Cindy & Asset Mgmt staff</p> <p>Julie, Laurie</p>	Not later than July 2012	HSD
Produce production reports to track income/affordability/other 2009 Levy, Ten-Year Plan, bridge loan, incentive programs, and all OH fund source requirements	<ul style="list-style-type: none"> • Expand and update Multifamily database • Coordinate with countywide funders to streamline data collection 	<p>Jerry, Tom, Cindy, Lindsay, Dave and Dan for all milestones in this section</p> <p>Laura</p>	On-going	HSD

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Transaction work on new and existing projects – legal closings, refinances, subordinations, amendments, work-outs	<ul style="list-style-type: none"> 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 closings 	Laurie & Lending staff Cindy & Asset Mgmt staff for all milestones in this section	Ongoing	DPD, FAS, DON, Law
Administer Acquisition and Opportunity Funds and work with other predevelopment lenders	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Work with Commission to align funding decisions 	Laurie & Lending staff	As needed	OIR
Fire Station #39 Site	<ul style="list-style-type: none"> Develop program plan for a permanent housing project, including permanent housing above potential interim housing use 	Laurie and Quinnie	Ongoing	HSD

Comment [NU1]: This was in last year's, assume this was accomplished.

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Facilitate a workgroup of capital funders to align policies and procedures for more efficient combined funding	<ul style="list-style-type: none"> • Develop scope of topics to be covered • Set regular meetings and agendas • 	Laurie, Tom	monthly	HSD
Leverage State and King County 2060/RAHP capital and operating 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 and operating funding to secure full sub-regional share for Seattle projects 	Laurie & Lending staff Laurie & Lending staff	Q3	HSD
Leverage and maximize resources, and advocate for Seattle projects	<ul style="list-style-type: none"> • 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 	OH Director 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	<ul style="list-style-type: none"> • 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	Ongoing	HSD, OED, DON, DPD, Law
TDR/Bonus Transactions	<ul style="list-style-type: none"> • Technical assistance to DPD staff, commercial 	Laura, Incentive Program	Ongoing	DPD, DON, Law

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<ul style="list-style-type: none"> 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 	Manager , Lending staff Laura Laura , Lending staff Laura , Dave, Dan, Jerry Cindy	Ongoing	

B. Preserving OH Affordable Rental Housing Portfolio—ensuring city investments remain sustainable

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Assessment and Intervention, transfers and work-out of troubled projects	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 for all milestones in this section	Ongoing	
Asset management of City	<ul style="list-style-type: none"> Monitor projects in loan portfolio for contract 	Cindy & Asset Mgmt staff	Ongoing	DPD, OSE, DON, HSD

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
<p>rental housing investment. Ongoing monitoring of 270-300 projects in OH loan portfolio with attention to projects demonstrating risk.</p> <p>Maintain Partnership with Commerce, King County, WSHFC and other agencies. Continue streamlining monitoring activities.</p>	<p>compliance</p> <ul style="list-style-type: none"> • Track occupancy rates • Renew MOU with WSHFC • Coordinate project site visits, inspections and intervention activities with funders (economize 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 Web Based Annual Report (WBAR) system. Share trend information with stakeholders • Coordinate utilization of WBAR system 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 		<p>Q1 Ongoing</p> <p>Q4</p> <p>Q4</p> <p>Q4</p> <p>Ongoing</p> <p>Q2</p> <p>Q3</p>	
<p>MacArthur Window of Opportunity Grant; implement joint effort with Commerce and Impact Capital to preserve affordable housing</p>	<ul style="list-style-type: none"> • Develop portfolio and recapitalization plans • Collaborate in implementing statewide (web-based) data collection • Partner with Impact Capital on work program aimed at promoting preservation strategies, tools and training • Work with agencies that received grants to develop Portfolio Preservation Plans for their OH- 	<p>Cindy & Asset Mgmt staff for all milestones in this section</p>	<p>Ongoing</p> <p>2Q</p> <p>3-4Q</p>	

Comment [CE2]: Monitoring TDR, Bonus and MFTE listed on Page 19

2012 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<ul style="list-style-type: none"> funded properties Coordinate presentation of 'preservation plans' developed by grant recipients *Update underwriting policies and strategies 	*Cindy and Laurie	Draft 1Q Final 3Q	
Implement incentives and policy to increase reserve levels in OH funded projects	<ul style="list-style-type: none"> 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 For all milestones in this section Cindy and Laurie	Q3	
Emergency Management Housing Strategy	<ul style="list-style-type: none"> Work with City Emergency Management officials to create housing plan as part of emergency preparedness strategy 	Joanne , Julie	As needed	

C. Sustainability

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Promote sustainable buildings through education & marketing available resources	<ul style="list-style-type: none"> Market conservation programs Refer rental housing in OH portfolio 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 	Cindy, Joanne Cindy, Joanne, Miriam, Laurie, Lending & Asset Mgmt staff Cindy, Joanne Cindy, Joanne	Ongoing Ongoing Ongoing Ongoing	DPD, OSE

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	workable for Seattle projects			

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

A. Funding for Supportive Housing Projects

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Continue and enhance countywide combined homeless funding coordination	<ul style="list-style-type: none"> • 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 best practices and participate in planning and implementation of new system-wide efforts	<ul style="list-style-type: none"> • Provide input on funding decisions 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 	Laurie & Lending staff Lindsay Lindsay	Ongoing	HSD, OED, DPD, DON

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<ul style="list-style-type: none"> are working Produce countywide reports for Ten-Year Plan goals 			
Ten-Year Plan Committee Participation	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

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

2011 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Provide annual operating	<ul style="list-style-type: none"> Continue administration of 1986, 1995, 2002 and 	Cindy, Sandi	Ongoing	HSD, Law

support to projects serving low income and special needs	<p>2009 O&M programs. Evaluate 50-60 annual subsidy requests and award 2012 contract renewal to eligible agencies</p> <ul style="list-style-type: none"> • Make new 2009 Levy O&M subsidy awards in conjunction with KC ORS NOFA awards. Maintain summary information and track projections on O&M funds 		Q1-Q4	
Leverage Federal, State and County O&M and service funding for Seattle housing projects	<ul style="list-style-type: none"> • Refer appropriate projects to KC and Commerce for 2060 operating subsidy • Work to better utilize existing housing stock by leveraging services funding and operating subsidies to convert units including Section 8 or other sources • Participate on KC ORS Work group and Commerce PAT subcommittee • Coordinate project reviews with other funders 	Cindy & Asset Mgmt staff Laurie & Lending staff for all milestones in this section	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	<ul style="list-style-type: none"> • 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 inspection and monitoring findings • Develop new protocol for tracking energy savings and other program impacts • Effectively manage program finances to ensure 	Miriam, All	Ongoing	
		Miriam, Rehab Specialists	Q2	
		Miriam, Sr MSA	Ongoing	
		Miriam	Ongoing	
		Miriam, Rehab Specialists	Ongoing	
		Miriam, Sr MSA	Ongoing	

	complete utilization of all available fund sources			
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PRIORITY #4: INCREASING HOMEOWNERSHIP OPPORTUNITIES FOR FIRST-TIME BUYERS AND ASSISTING LOW-INCOME HOMEOWNERS

A. Homebuyer Assistance

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other city Offices/Depts.
Allocate Program Funds	<ul style="list-style-type: none"> 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	Q1, Q3 Ongoing	Law
Market City Homebuyer Programs	<ul style="list-style-type: none"> Update OH website monthly Develop revised homeownership outreach materials 	Quinnie , Julie Quinnie , Julie	Ongoing Ongoing	
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 Review and process quarterly disbursements 	Quinnie Quinnie	Q1 Q1-Q4	
Process Home Purchase Closings	<ul style="list-style-type: none"> 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 Laurie , Dan , Sandy W, Denise	Ongoing Ongoing Q1, Q2	Law

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other city Offices/Depts.
Manage Homebuyer Loan Portfolio	<ul style="list-style-type: none"> • Process loan subordination/refinance requests and loan pay-off reconveyances by year end • Monitor OH Portfolio for compliance 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 	Quinnie, Sandy W Quinnie, Sandy W Quinnie, Sandy W	Ongoing Ongoing Ongoing	
HomeSight Contract Monitoring	<ul style="list-style-type: none"> • .Prepare, execute, monitor contract with HomeSight 	Quinnie	Ongoing	HSD

B. Assistance for Low-Income Homeowners Facing Foreclosure

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Develop Home Ownership Programs for Foreclosure Prevention	<ul style="list-style-type: none"> • Support and modify as necessary Foreclosure Prevention Program to provide stabilization loans to low-income homeowners facing default • Pursue additional state and/or federal funds for foreclosure prevention and counseling • 	Quinnie Quinnie	Ongoing Ongoing Q1, Q2	
Work with partners to implement Section 2.2 of Resolution 31337	<ul style="list-style-type: none"> • Review lender information on foreclosures • Determine feasible scope of work to implement Section 2.2 	Quinnie	Ongoing	HSD

C. Assistance for Low Income Homeowners

2012 Work Plan Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Provide rehabilitation loans to low income homeowners	<ul style="list-style-type: none"> • 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. 	<p>Paula W, Miriam</p> <p>Aziz, Miriam</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Law</p>
Administer minor home repair grants for low income homeowners	<ul style="list-style-type: none"> • Continue to administer CDBG-funded minor home repair contract • Develop and deploy an enhanced review process for reimbursement requests 	<p>Miriam, Sr. MSA</p>	<p>Ongoing</p>	<p>HSD</p>

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<ul style="list-style-type: none"> Coordinate with HUD, SHA, Washington State HFC, and community advocates to identify resources for on-going rental assistance Coordinated with DPD on tenant relocation efforts 		Ongoing Ongoing Ongoing	
Neighborhood Planning	<ul style="list-style-type: none"> 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 , Incentive Program Manager	Ongoing Ongoing Ongoing	DPD
RSJI	<ul style="list-style-type: none"> Implement 2012 work program Participate in regional fair housing policy development as part of PSRC's Growing Transit Communities initiative 	Rick, Laura, Lindsay, Cheryl, all OH staff Laura	Ongoing	OCR
Consolidated Plan	<ul style="list-style-type: none"> 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 public fund sources Begin scoping of 2014-2015 Consolidated Plan – Develop new plan, including an updated fair housing plan, as required by HUD, for Council adoption in 2013 	Laura , Laurie, Miriam, Bryan, Lindsay Laura , Rick, Dan, Laurie Lindsay , Laurie Amy , Rick Laura , Rick, Dan B, Maureen, Laurie, Incentive Program Manager, additional OH staff as needed	Q1, Q2 Q1, Q3 Ongoing Ongoing Ongoing	HSD, Law
Margola settlement process	<ul style="list-style-type: none"> Participate in Margola steering committee led by Seattle City Attorney's Office Administer Margola settlement funds, entering 	Maureen Maureen , Dan B, Amy	Ongoing	Law

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<ul style="list-style-type: none"> 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 	<p>Maureen, Amy</p> <p>Maureen, Amy</p>	Q2, Q3	
2012 CAPER Report	<ul style="list-style-type: none"> Prepare OH section on accomplishments and transmit to HSD 	Laura, Lindsay, Laurie Miriam, Rick, Sr MSA	Q1	HSD
Housing Levy A&F Plan and Annual Report	<ul style="list-style-type: none"> Update Housing Levy Administrative & Financial Plan, including review by the Housing Levy Oversight Committee, which guides program implementation Prepare Levy Annual Report, including review by Housing Levy Oversight Committee, and submit to Council 	<p>Maureen, Laurie, Cindy, Quinnie</p> <p>Maureen, Tom, Cindy, Quinnie, Julie</p>	Q1 Ongoing	
Benchmarks Reports	<ul style="list-style-type: none"> Provide data to King County staff for the County Benchmarks Report Provide assistance to Planning Commission staff on the Seattle Benchmarks Report 	Laura, Incentive Program Manager	Ongoing	
TDR and Bonus Programs	<ul style="list-style-type: none"> 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 	<p>Laura, Incentive Program Manager</p> <p>Laura, Laurie</p> <p>Laura, Incentive Program Manager Dan B., Jerry, Cindy</p>	Ongoing Ongoing Ongoing	DPD, Law, DON

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<ul style="list-style-type: none"> 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 DON on Historic TDR Program Work with DPD to improve project review and tracking systems 	<p>Laura</p> <p>Laura Laura</p>	<p>Ongoing</p> <p>Q1 Ongoing</p>	
Multifamily Property Tax Exemption	<ul style="list-style-type: none"> Review and approve new project 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 	<p>Amy, Incentive Program Manager Amy, Dan B., Jerry, Cindy</p> <p>Amy</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Q2-Q3 Ongoing</p>	DPD
Surplus property redevelopment	<ul style="list-style-type: none"> Investigate feasibility of joint development on five City-owned surplus or underutilized properties, consistent with Executive Order and Council resolution 	<p>Ryan, Incentive Program Manager</p>		FAS, Parks, DPD, SDOT
Support and Monitor redevelopment of Fort Lawton	<ul style="list-style-type: none"> 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 	<p>Director, Incentive Program Manager, Julie</p>	Ongoing	OIR, Law
Sand Point Building 9 Redevelopment	<ul style="list-style-type: none"> Work with DOD, Dept of Education and other federal departments on redevelopment process Work with UW to redevelop RFP for 	<p>Director Ryan, Incentive Program Manager</p>	<p>Ongoing</p> <p>Q2 – Q3</p>	Parks

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	redevelopment of Building 9 <ul style="list-style-type: none"> • Provide update to community and stakeholders on an as needed basis 			
Housing Levy Oversight Committee	<ul style="list-style-type: none"> • Staff the Committee • Recruit, interview and recommend additional Mayor appointees as needed • Provide periodic reports and additional Levy program information as requested. 	Maureen	Ongoing	
Comprehensive Plan	<ul style="list-style-type: none"> • Provide housing market and policy analysis and prepare recommended revisions for the housing section of the Plan 	Laura, Maureen		DPD
South Lake Union	<ul style="list-style-type: none"> • Work with DPD on incentive zoning provisions of re-zone legislation 	Incentive Program Manager, Laura	Ongoing	DPD
State Legislation	<ul style="list-style-type: none"> • 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 	Maureen	Ongoing	OIR

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<ul style="list-style-type: none"> Continue to work with new partners on jointly supported legislation (PSRC, CLC, Futurewise) 			
Federal legislation, rule-making and funding opportunities	<ul style="list-style-type: none"> As coordinated by OIR, seek to retain and grow resources for housing, including CDBG, HOME, National 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 	Rick, Maureen, Laurie Maureen, Rick, Laurie Rick, Maureen, Laurie, Ryan	Ongoing	OIR
Property Disposition	<ul style="list-style-type: none"> 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 	Incentive Program Manager	Ongoing	FAS
Sound Transit property disposition	<ul style="list-style-type: none"> Work with DPD and Sound Transit on Housing Element of Broadway Master Plan Work with Board Members to create more consistent and proactive TOD support 	Ryan, Incentive Program Manager, Rick	Q2 Ongoing	DPD
Countywide Planning Policies	<ul style="list-style-type: none"> Participate in inter-agency meetings hosted by King County; assist in revising the affordable housing targets of the Countywide Planning Policies 	Maureen, Laura		DPD

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Yesler Terrace	<ul style="list-style-type: none"> • 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	Ongoing	DPD
Subsidized Housing Database	<ul style="list-style-type: none"> • Update existing out-dated information and set procedures for maintaining subsidized housing database for long term 	Julie, Laura, Lindsay, Cindy	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

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Provide comprehensive finance services to OH staff	<ul style="list-style-type: none"> • 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 	Dan, Dave, Denise, Glen, Tobias, Rick Dan, Denise, Dave, Glen, Tobias	Q1-Q4 Ongoing	CBO

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<p>operational changes impacting the operating and capital budgets</p> <ul style="list-style-type: none"> • Develop and distribute monthly financial status reports to management, City authorities and grantors of funds • 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 • Maintain general ledger including accounts payables and receivables, payroll and loan servicing functions • Collect, analyze, and interpret financial data and other program information to support the reporting on the status of each grant • Facilitate OH in meeting WMBE aspirational goals in purchasing and vendor contracts • Represent OH on the Contracting Equity IDT. • Maintain and reconcile subsidiary ledgers with Summit. Areas include but not limited to: IDIS, LSDB, HWDB and MFDB 	<p>Dan, Denise, Dave, Tobias, Glen</p> <p>Dave, Dan, Denise, Tobias, Glen</p> <p>Denise, Dave, Dan, Tobias, Glen</p> <p>Dan, Denise, Dave, Tobias, Glen</p> <p>Dave, Denise, Dan, Tobias, Glen</p> <p>Dan</p> <p>Denise, Dave, Dan, Tobias, Glen</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	
Loan Servicing	<ul style="list-style-type: none"> • Provide aging reports on a monthly basis, for the MF program • Draft department wide loan servicing policies and procedures for the different programs • Single Family Home Rehab Loans • Homebuyer Program • Multifamily 	<p>Glen,</p> <p>Dan B</p> <p>Miriam, Paula, Dan B</p> <p>Mark, Dan B</p> <p>Cindy, Dan B</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Q2-Q3</p> <p>Q2-Q3</p> <p>Q2-Q3</p>	
Provide IT application	<ul style="list-style-type: none"> • Continue to upgrade and maintain current 	<p>Jerry, Dan</p>	<p>Ongoing</p>	<p>DoIT</p>

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
development services to OH staff	databases <ul style="list-style-type: none"> 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	<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 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 Don, Dan Don, Dan Don, Dan Don, Dan	Ongoing Ongoing 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 	Judy, Trinette	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), employee training, employee relations, employee records, personnel program development, orientation, performance management and related duties 	Dan	Ongoing	FAS

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<ul style="list-style-type: none"> • 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 CSS (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	<ul style="list-style-type: none"> • Set agency strategic work plan each year • Each employee receives a performance evaluation at the end of the year 	OH everyone	Q4 establish next year's goals/plan	
Communications	<ul style="list-style-type: none"> • Provide analysis, guidance and support to OH managers and staff on communications, media relations, marketing and publications issues • Manage advertising/marketing budget and oversee advertising/outreach it is allocated to • Keep regular contact with target media to identify news coverage 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 	Julie	Ongoing	

2012 Work Program Item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	partners, public			
OH 2011 Annual Report	<ul style="list-style-type: none"> Produce and distribute Annual Report Send PDF to HDC, constituents and key press 	Julie , other OH managers and staff	Feb March	
Website	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 Acquisition and Opportunity Loan Program
 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
 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
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
MHCADSD = Mental Health Chemical Abuse and Dependency Services Division
MOSC = Seattle Mayor's Office for Senior Citizens
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
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
TDR = Transferable Development Rights
TOD = Transit Oriented Development
WMBE = Women/Minority Business Enterprise
WSHFC or Commission = Washington State Housing Finance Commission
WZ = Weatherization

