



## Moving to Work

# Draft 2011 Annual Plan Summary

August 31, 2010

### What is "Moving to Work"?

The Seattle Housing Authority (SHA or Seattle Housing) is one of about 35 housing authorities across the country participating in the U.S. Department of Housing and Urban Development (HUD) Moving to Work (MTW) program, which allows SHA to test innovative methods to improve housing services and to better meet local needs.<sup>1</sup> As a participant in MTW, SHA may propose and implement alternatives to federal regulations for certain issues spelled out in an agreement between HUD and SHA. Congress provided three statutory objectives for MTW:

- Reduce costs and achieve greater cost effectiveness in Federal expenditures;
- Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and
- Increase housing choices for low-income families.

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<sup>1</sup> SHA refers to the program as "Moving To new Ways," to keep the acronym and more accurately describe the intent of the program. For official purposes, such as this plan, the original name is used.

Fiscal year 2011 will be SHA's thirteenth year in MTW. Each year SHA adopts a plan that describes activities planned for the following fiscal year.

### Opportunities to comment

Seattle Housing Authority is accepting comments on the draft MTW Annual Plan through September 30, 2010. A copy of the draft Plan in its entirety may be obtained at [www.seattlehousing.org](http://www.seattlehousing.org) or by any of the contact methods listed below. Any amendments or addenda to the Plan during the public comment period will be posted on SHA's website.

### Public hearing

A public hearing will be held on September 20, 2010 at 3:30pm in the Center Park Community Room. Center Park is located at 2121 26<sup>th</sup> Ave. S (near the corner of Martin Luther King Jr. Way S and S Walker St.). The draft plan and annual budget will be presented and testimony taken, followed by a general question and answer period.

### Resident leaders

The Public Housing and Senior Housing subcommittees of the Joint Policy Advisory Committee (JPAC), made up of resident representatives who advise SHA on issues of concern to residents, will discuss major plan

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activities and budget issues in their September meetings.

### **Other means for public comment**

Comments may also be submitted by contacting SHA using any of the following methods:

**Phone:** (206) 615-3546

**Fax:** (206) 615-3539

**Email:** alazaga@seattlehousing.org

**USPS:** PO Box 19028, Seattle, WA 98109

### **Goals and objectives for 2011**

SHA identified several goals and objectives for 2011 within the context of the agency's mission and draft five year strategic plan, fiscal realities, and MTW's three objectives. The following highlights of key activities for 2011 are described further in the draft 2011 MTW Annual Plan.

### **MTW goals and objectives**

#### ***Streamlining the housing choice voucher program***

In 2011 SHA will be in the first year of implementing a number of MTW activities designed to reduce the administrative burden of operating the Housing Choice Voucher program. These include

- reducing the frequency of HCV inspections for tenants who have not moved;
- allowing landlords to self-certify that necessary minor repairs were completed;
- streamlining the process for determining rent reasonableness;
- not collecting information on assets valued at less than \$50,000;
- reducing the frequency of rent reviews for fixed-income households to every three years;
- streamlining the process for medical deductions; and

- possibly simplifying utility allowances.

SHA's primary goal for these modifications is to create capacity within the organization to assist housing participants in gaining access to education and employment opportunities so they can improve their lives.

#### ***Unified rent policy***

In late 2010 and into 2011 SHA will explore options for creating a unified rent policy for both public housing and housing choice voucher participants.

#### ***Seattle Senior Housing Program***

SHA is pursuing a number of strategies to address the critical financial challenges associated with capital and operating needs of the Seattle Senior Housing Program while continuing to serve predominately extremely low-income seniors. In this context, SHA is exploring the feasibility of bringing some or all of these units into the public housing program. If it is decided to move forward, SHA will use its MTW flexibility to allow the program to "look and feel" much the same as it does today. SHA will also use its MTW flexibility to streamline the administrative process for bringing the units into the public housing program.

#### ***Agency assessment system***

The Housing Authority will continue to work in collaboration with other MTW agencies to develop and obtain HUD approval of an alternate system for measuring the agency's performance.

#### ***Transforming Rental Assistance***

In 2011 SHA will investigate opportunities to undertake an MTW demonstration project using HUD's Transforming Rental Assistance principles to convert selected public housing properties in the Scattered Site program or non-profit managed properties to vouchers and use the increased income to support capital upgrades.

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## Other goal and objectives

### *Maintain and expand the supply of low-income housing*

- Upgrade the Jefferson Terrace elevator;
- Complete the rehab of Denny Terrace;
- Convert seven Scattered Sites units to meet Uniform Federal Accessibility Standards;
- Conduct extensive envelope repair for four Seattle Senior Housing Program buildings;
- Begin construction of 118 units of affordable housing at Rainier Vista Northeast, with about 38 coming on-line by year-end;
- Bring 86 units of affordable housing on-line at Lake City Village; and
- Continue moving forward with planning for Yesler Terrace redevelopment, including a possible Choice Neighborhoods grant from HUD and a possible partnership with Metro to develop a street car maintenance facility and housing east of Boren.

### *Expand housing access and choice*

- Implement a number of activities to help voucher holders identify and successfully lease housing of their choice, including Ready to Rent (a six-week course for applicants);
- Expand efforts to actively recruit new landlords into the voucher program; and
- Continue to research mobility patterns and develop strategies to increase neighborhood choice among participants.

### *Education and employment opportunities for participants*

- Partner with education providers to increase participant enrollment in early childhood and college preparation programs;

- Employ an Education Engagement Specialist to support parents in and near Yesler Terrace in advocating for their children's education;
- Reorganize SHA staffing to offer a more coordinated and effective approach to employment and asset building services; and
- Implement free Wi-Fi services in several SHA communities in partnership with One Economy.

### *Increase services and housing for low-income seniors*

- Examine models to best serve aging low-income baby boomers in existing housing; and
- With a development partner, pursue HUD 202 funding to develop low-income housing for seniors on SHA-owned property.

### *Create healthy, welcoming, and supportive living environments*

- Develop and implement a set of policies to guide the agency's direction toward smoke-free housing;
- Partner with the City in implementing an urban farm at Rainier Vista;
- Support Yesler Terrace residents in their involvement in redevelopment planning; and
- Facilitate mini-grants among and between NewHolly community members.

### *Effective management*

- Conduct ongoing operations improvement programs by evaluating the efficiency and effectiveness of all properties and programs;
- Convert that agency's myriad of property management software programs to a single system;
- Strengthen the agency's financial position by taking a number of measures to reduce debt and increase reserves;

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- Identify and implement sustainable practices, including piloting food and yard waste collection and further promoting recycling;
  - Partner with the City to make small modifications to at least 300 units to reduce utility consumption; and
- Promote a health, engaged, and productive workforce through efforts such as increased staff training.

## Housing inventory

Housing Program	2009 year end (actual)	2011 beginning (projected)	2011 year end (projected)
Housing Choice Vouchers & Section 8 Mod Rehab	9,427	9,580	9,580
Public Housing	5,261	5,302	5,378
Local Housing	2,659	2,505	2,540
<b>Total Housing*</b>	<b>16,871</b>	<b>16,891</b>	<b>16,988</b>

*\* Total Housing is the sum of all housing units minus project-based and program-based Vouchers in Local Housing.*