

Section 4: FOUR-YEAR STRATEGIC PLAN

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Section 4: FOUR-YEAR STRATEGIC PLAN

4.1 How were the 2009-2012 City of Seattle Consolidated Plan Strategies and Priorities Developed?

4.1.1 Context for Consolidated Plan Priorities

Strategic plans are developed in the context of relevant local and national leadership initiatives, regional distinctions among existing infrastructure and populations in need, as well as local economic cycles and funding histories. Accordingly, the City's 2009-2012 Consolidated Plan was developed in the context of four major drivers:

1. Overall program eligibility and goals, as outlined in federal Housing and Urban Development (HUD) regulations.
2. Priorities developed by Seattle's Mayor and adopted by the City Council.
3. Needs identified through community consultation and planning carried out by those with expertise in programs and services for no- to moderate-income people and special populations. See Section 3 – Needs Assessment.
4. Resources available at the federal, state, and local levels, and their respective use restrictions and guidelines.

In consideration of these drivers, the 2009-2012 Consolidated Plan reflects commitments, begun in 2006, to use Consolidated Plan funds to support the regional Ten -Year Plan to End Homelessness and the completion of the adopted Southeast Seattle Neighborhood Revitalization Strategy Area plan.

Although annual funding allocations over the next four years will be refined to reflect changes in the demand for housing and services, feedback from consumers and constituents, and the increasingly challenging environment urban American cities face, the general direction and emphasis on these two issue areas—ending homelessness and revitalizing Southeast Seattle—will remain. Trends that may alter the annual allocations over the next four years may include:

- **Changing demographics.** Seattle's demographics are changing as residents become older and more economically stratified, and as families with younger children tend to move out to the region's suburbs. At the same time, infrastructure to support residents staying in the city (particularly low-income households with fewer options to relocate) is at capacity in many instances; and may not effectively support the increasing diversity of the population.
- **Transportation needs.** Increasing environmental and economic concerns have led residents to demand transit options and regional connections that allow workers reasonably cost-effective means to travel between home and employment sites. Low- and moderate-income workers tend to rely on service sectors jobs (that are often

concentrated in the city) while simultaneously needing to live further away from the city center in order to find affordable housing.

- **Housing affordability.** Seattle has limited remaining land development capacity. The resulting pressure on prices leads to increased need for housing affordable to low- and moderate-income households, as well as affordable business development for neighborhood businesses.
- **Homelessness.** Progress on the development of transitional housing and Housing First options as envisioned by the Ten-Year Plan to End Homelessness may affect the implementation of the Consolidated Plan, as will shifts in the population and demographics of those who are homeless in our county.

4.1.2 U.S. Dept. of Housing and Urban Development Goals and Federal Program Eligibility

At minimum, HUD requires that the activities funded by the four federal grants governed by this Consolidated Plan benefit persons who are from low- to moderate-income households or who are homeless according to federal definitions. Since the 2009 income definitions are not yet available, the **2008 Income Eligibility Guidelines** are presented for illustrative purposes:

Household Size (number of persons)								
	1	2	3	4	5	6	7	8
Very Low Income (30% median)	\$17,100	\$19,500	\$21,950	\$24,400	\$26,350	\$28,300	\$30,250	\$32,200
Low Income (50% median)	\$28,500	\$32,550	\$36,650	\$40,700	\$43,950	\$47,200	\$50,450	\$53,700
Moderate Income (80% median)	\$43,050	\$49,200	\$55,350	\$61,500	\$66,400	\$71,350	\$76,250	\$81,200

2008 Seattle-Bellevue HMFA median family income = \$81,400

In addition, HUD has adopted a performance measures matrix to clarify the goals and objectives for the Consolidated Plan funds. Three broad goal areas have been identified. It is important to note that these HUD goals are not prescriptive. Each individual jurisdiction has the flexibility to focus funds on one, two, or all three of these goal areas as demanded by local circumstances.

The 2009-2012 Consolidated Plan adopts the three HUD goals and addresses Seattle’s needs with the corresponding strategies contained in the Four Year Strategic Matrix.

2009-2012 Seattle Consolidated Plan Goals	
HUD GOAL	City Strategies
1. Promote suitable living environments	A. Support development of community facilities for non-profit agencies
	B. Coordinate essential domestic violence services and move toward prevention
	C. Increase availability of affordable housing
	D. Increase use of affordable housing as a catalyst for distressed neighborhood economic development
	E. Improve infrastructure and community resources in distressed neighborhoods to promote economic development and quality of life
2. Support Decent Housing	A. Prevent homelessness
	B. Move people rapidly from homelessness into housing
	C. Measure and report on Ten-Year Plan to End Homelessness outcomes
	D. Assist domestic violence victims to access and/or maintain stable housing
	E. Provide service-enriched housing for homeless and/or special needs populations
	F. Develop and maintain Seattle’s supply of affordable rental housing
	G. Increase opportunities for low-income households to purchase and/or maintain their own home
3. Promote Economic Opportunity	A. Increase economic development opportunities for small and minority-owned businesses in distressed neighborhoods (by target area)
	B. Support commercial corridor revitalization to provide economic opportunity for entrepreneurs, increase jobs, and improve access to goods and services for all distressed neighborhoods

4.1.3 Mayor and Council Priorities

The 2009-2012 Consolidated Plan strategies were also developed in the context of Mayor Greg Nickels' priorities (link <http://www.seattle.gov/mayor/PRIORITIES.htm>) The mayoral initiatives are:

- **Get Seattle Moving.** Transportation will continue to be a paramount issue for our economy, the environment and the people who live in Seattle. In order for businesses to thrive, generating jobs and tax revenues, we must be able to move goods and people around the region efficiently. Putting a relentless focus on building light rail and replacing the Alaskan Way viaduct (State Route 99) is an essential part of creating a 21st century transportation network.
- **Keep Our Neighborhoods Safe.** Public safety is the paramount duty of the City. Our police and fire personnel are first rate and should be recognized as such. We need to give them the tools, training, and equipment to do these difficult jobs, maintain accountability for actions taken, and ensure we are the most prepared city in the United States for natural or man-made catastrophes.
- **Create Jobs and Opportunity For All.** Economic opportunity during these difficult times means creating jobs and an environment that invites new investment in Seattle.
- **Build Strong Families and Healthy Communities.** Healthy communities are the heart of a great city. Every part of this city is unique and vital to our growth and our ability to sustain what we love about living and working here. Our diverse cultures bring life, vitality and economic growth to Seattle.

In addition, the 2009-2012 Consolidated Plan also takes into consideration the City Council's 2008 Themes and Priorities (link http://www.seattle.gov/council/issues/2008themes_and_priorities.htm). The Council's stated priorities are:

Foster safe, just, and healthy communities for all

- Protect public safety and challenge gang violence by investing in human services and police resources.
- Increase affordable housing through incentive zoning and innovative financing.
- Take action to improve pedestrian safety.
- Keep neighborhoods in the driver's seat of neighborhood plan updates.
- Maintain and enhance our built environment to promote sustainable communities and a strong economy.

Invest public resources fairly and effectively

- Move forward regional decisions on light rail, the Viaduct, and SR520.
- Make the transportation system work by investing Bridging the Gap dollars in transportation choices.
- Ensure equal access to technology and pioneer new ways to engage the community

through technology.

- Take action to maintain a sustainable Seattle City Light, in partnership with employees, customers, and suppliers.
- Find new ways for meaningful public involvement to develop a balanced 2009-2010 budget that meets community needs by spending every dollar wisely.

Build a livable city for our future

- Ensure that Seattle's parks, Seattle Center and the Pike Place Market continue to meet the diverse needs and interests of the people of Seattle.
- Implement the Zero Waste Strategy.
- Protect the urban forest and plant more trees.

4.1.4 Community Consultation and Needs Assessment as key element of strategy development

The City of Seattle is fortunate to draw on a wealth of internally- and externally-developed plans to guide the creation of strategies and funding priorities to meet community needs. Integrating priorities identified from these community-based plans into this Consolidated Plan's Needs Assessment (see Section 3) offers the advantages of avoiding redundant planning processes, enhancing coordination and leveraging funds among the multiple federal, state and local resources used by the City and its partners to create the housing and service network, and honoring the staff expertise and stakeholder and consumer feedback embedded in these established plans.

A partial listing of plans referenced by or integrated into the 2009-2012 Consolidated Plan includes:

- Seattle/King County Domestic Violence Regional Council Plan
- Area Plan on Aging, 2008-2011, Seattle/King County
- Seattle/King County Public Health Operational Master Plan
- Office of Housing – Seattle Housing Levy Renewal Technical Advisory Committee
- Human Services Strategic Investment Plan
- City of Seattle Analysis of Impediments to Fair Housing Choice
- Toward a Sustainable Seattle: City of Seattle Comprehensive Plan
- Seattle Housing Authority Strategic Plan 2005-2010
- 2008 Moving to New Ways Annual Plan, Seattle Housing Authority
- Southeast Seattle Action Agenda
- A Roof Over Every Bed: Our Community's Ten-Year Plan to End Homelessness in King County

A complete listing of the plans reviewed as part of community consultation to develop the 2009 Consolidated Plan can be found in Section 6.2 - Consolidated Plan Reference Tools.

Finally, once the community consultation process helped build the draft 2009-2012 Consolidated

2009-2012 City of Seattle Consolidated Plan – November 2008

Plan, a separate public comment period occurred after the draft plan was published in mid-August 2008. See the Section 5.1.2 Plan for Public Input – Public comments summary.

4.1.5 Resource Considerations

The Consolidated Plan funds cannot address all of the priorities and community needs that have been articulated. The funds represent only \$21 million against a City General Fund budget (in 2008) of \$926 million, and an overall (2008) City budget of \$3.5 billion. Consolidated Plan funds are used within the guidelines of their governing federal regulations.

- **Community Development Block Grant funds have declined nationally and locally.** The most flexible and largest of the four federal funds, the Community Development Block Grant (CDBG), has seen its budget—both federally and locally—decline nearly 18% since 2001. The decreased funding has forced the City, over the past four years, to consider what other resources are available to support CDBG-funded programs. The City of Seattle has committed a number of other resources to sustain the needs identified in this Consolidated Plan. The reality, though, is that resources must be shared with other City priorities (such as those identified above). Thus, while some programs formerly funded with CDBG have been covered by other fund sources, some programs have not.
- **Seattle’s CDBG funds have been focused on ending homelessness and supporting the revitalization of the Rainier Valley (Southeast Seattle).** Since 2006, the City has focused CDBG funds on two priority areas. The 2009 – 2012 Consolidated Plan will continue to support these two priorities: 1) support the Ten-Year Plan to End Homelessness; and 2) support economic development in the Rainier Valley (Southeast Seattle). The City leverages its own General Fund and many other state and local sources to extend the reach of these four federal programs in order to support necessary community, economic development, and social service programs that are often integrally tied to the success of the activities supported by the Consolidated Plan’s programs.
- **Some programs are no longer supported by CDBG funds.** The following programs, supported by CDBG in the 2005 Consolidated Plan, no longer receive such support, but may be supported by other funds available to the City:
 - Child care subsidies;
 - Case management services for seniors and disabled persons;
 - Business façade improvement program;
 - Parks upgrades in low- and moderate-income neighborhoods; and
 - Small neighborhood infrastructure projects.

4.2 How will the City invest federal funds over the next four years?

4.2.1 City of Seattle Approach to Housing, Community Development and Response to Homelessness

City departments developed overarching principles and directions for each of the major investment areas. The following outlines those principles in terms of a general approach to strategies that are listed in detail in the Four-Year Matrix below.

For detail on the policies and/or guidelines that govern the implementation of a given housing project, neighborhood revitalization effort, or homelessness response program, please refer to Appendices section 7.1, 7.2 and 7.3.

Seattle's Housing Development Strategy

Introduction

Families and individuals looking for affordable housing in Seattle are facing an increasingly difficult set of challenges:

- Local wages are not keeping pace with Seattle's housing prices;
- Rents are increasing;
- More than 21,000 renters pay more than half their income for rent;
- Single family home and condominium prices have stagnated, but remain higher than many households can afford; and
- More than 18,000 homeowner households pay more than half their income for housing costs.

A successful Seattle housing strategy must address the needs of people with extremely and very low incomes and assist with boosting the supply of housing for moderate-wage workers. In addition, the housing strategy must support the Ten-Year Plan to End Homelessness. The following section summarizes the three important community planning efforts that guide Seattle's work on housing issues, Seattle funding expected to be available in 2009 to implement key affordable housing strategies, and City program activities that address various income segments. A matrix outline of housing strategies is then presented.

Community Planning Processes and Documents

Seattle's work on housing issues is guided by three community planning efforts: *Toward a Sustainable Seattle: Seattle Comprehensive Plan*, *Neighborhood Plans*, and the *Ten-Year Plan to End Homelessness*

- **Toward a Sustainable Seattle: Seattle Comprehensive Plan.** Seattle's Comprehensive Plan was adopted in response to the State of Washington's Growth Management Act. It

includes goals and policies that address many housing issues. It establishes housing affordability targets for Seattle's housing stock:

- 20% of additional units in the City should be affordable to households earning at or below 50% of median income; and
 - 17% of additional units should be affordable to households earning between 50% and 80% of median income; and
 - 27% of expected housing growth should be affordable to households earning between 81% and 120% of median income.
- **Neighborhood Plans.** During the last decade, 38 Neighborhood Plans were prepared and accepted by the City Council. Many of these plans addressed the need for affordable housing, and many communities proposed innovative solutions in their plans. These plans provide guidance for housing strategies in different geographic areas of the city. Efforts to update Neighborhood Plans in key locations, particularly in support of housing goals and objectives in transit-oriented areas, will begin during 2009. These efforts are expected to help guide housing activities in selected areas during between 2009 and 2012.
 - **Ten-Year Plan to End Homelessness.** The Ten-Year Plan is supported by the City of Seattle, King County, the Church Council of Greater Seattle, the United Way of King County, and others. It has set out the goal of ending homelessness by the year 2015. Its strategies include preventing homelessness, creating more housing, moving people rapidly into housing, building the political will to end homelessness, and measuring the outcomes of local efforts.

City of Seattle funding anticipated in 2009

Funding from the sources listed below is anticipated to be available to support affordable housing objectives and strategies in 2009: City of Seattle funding to be available for production and preservation of rental housing, rental project operating and maintenance subsidy, emergency and tenant-based rental assistance, downpayment assistance for first-time buyers, low-income homeowner rehabilitation, and weatherization assistance.

Programs and funding amounts below are based on the following assumptions:

- **Housing Levy:** funding as shown will be available in 2009, the last year of funding under the current 2002 Housing Levy (does not include Levy interest earnings).
- **Federal CDBG and HOME:** resources assumed to continue at approximately 2008 levels in 2009.
- **CDBG and HOME Loan Repayments:** loan repayments that are estimated to come in during 2009 and subsequently be available for new loans.
- **General Fund:** estimated amount available in 2009 for Ten-Year Plan to End Homelessness and Housing First project activity.
- **Weatherization:** estimated amount available in 2009 from Federal/State and City Light sources.

Seattle Rental Housing Programs	
<p>Rental Programs Production Estimated for 2009</p> <p><i>200 rental units funded</i></p> <p><i>500 households provided rent assistance</i></p> <p><i>370 units weatherized</i></p>	
Rental Program	Funding Anticipated in 2009
• Housing Levy Rental (Source: A&F Plan)	\$8,015,714
• Housing Levy O&M (Source: A&F Plan)	\$989,600
• Housing Levy Rent Assistance (Source: A&F Plan)	\$406,000
• Housing Levy NHOP (Source: A and F Plan)	\$1,030,571
• HOME (Source: Consolidated Plan)	\$2,760,874
• CDBG (Source: Consolidated Plan)	\$627,205
• HOME/CDBG Loan Repayments (Estimate)	\$1,000,000
• Downtown Commercial & Residential Bonus/TDR (Estimate)	\$3,500,000
• Weatherization (Estimate)	\$3,154,849
• General Fund	\$1,833,364
Subtotal Rental Funding	\$23,318,177
Seattle Homeownership Housing Programs	
<p>Homeownership Programs Production Estimated for 2009</p> <p><i>40 homebuyers purchase homes</i></p> <p><i>650 homes get needed minor repairs</i></p> <p><i>180 homes weatherized</i></p> <p><i>35 homes rehabilitated</i></p>	
Homeownership Program	Funding Anticipated in 2009
• Housing Levy Owner (Source: A & F Plan)	\$1,115,857
• HOME (Source: Consolidated Plan)	\$911,567
• CDBG (Source: Consolidated Plan)	\$92,712
• CDBG Minor Home Repair (Source: Consolidated Plan)	\$449,917
• CDBG Buyer Education & Counseling (Source: Consolidated Plan)	\$216,989
• HOME/CDBG Loan Repayments (Estimate)	\$1,050,000
• Weatherization (Estimate)	\$1,553,881
• Downtown Residential Bonus Program (Estimate)	\$500,000
Subtotal Homeownership Funding	\$4,337,923
Grand Total – All Housing Funds Anticipated in 2009	\$27,656,100

Seattle Housing Programs and Income Levels Served

The following table shows programs available to assist households at different income levels. Programs include those that provide funding, as well as incentive programs that offer increased development capacity or residential property tax exemptions in return for providing units at below-market rate rents or home prices.

Non-federal housing programs:

- **Levy Rental Preservation & Production Program.** Funds can be used to pay for acquisition and/or rehabilitation costs associated with preserving vacant or occupied buildings, for new construction projects, and for permanent or “take-out” financing, including refinancing of existing loans. Tenant households must generally have incomes at or below the applicable limit for the unit—30%, 50% or 60% of median income, adjusted for household size. At least 59% of funding must serve households with income at or below 30% of median. In some projects, some or all units may be reserved for homeless persons or households with one or more members who have a disability or special need. Where appropriate, sponsors are expected to contract with service providers or provide appropriate support services.
- **Levy Neighborhood Housing Opportunity Program (NHOP).** NHOP funding is focused primarily within economically distressed communities in the city. Selected projects are expected to contribute to revitalization in those areas. All NHOP funding must be used for units serving households up to 80% of median income, including at least 25% of that amount for units serving households with incomes up to 30% of median income.
- **Levy Operating & Maintenance Program.** This program provides operating support for housing affordable to households with incomes at or below 30% of median income. Funds are used to fill the gap between eligible operating and enhanced property management costs and project income.
- **Levy Homeownership Program.** These funds assist low-income first-time homebuyers to purchase a home in the city. At least 50% of the funds must assist borrowers with incomes at or below 60% of median income. The maximum household income for all borrowers is 80% of median income.
- **Levy Rental Assistance Program.** Rental assistance is a cash subsidy that pays landlords the difference between market rent and what low-income individuals and families can afford. The rental assistance is usually paid to a private landlord through a community-based non-profit organization. The financial assistance is often accompanied by case management or other services to help increase tenants’ stability.
- **Seattle Homes Within Reach (Multifamily Tax Exemption Program).** This program allows developers to receive a property tax exemption on the residential portion of a development for up to 12 years. In exchange, 20% of the rental units must be affordable for moderate-wage workers; for homeownership projects, only the income-eligible

homebuyers receive the exemption. The program is now available in 39 target areas (all designated Urban Centers and Villages) in Seattle.

- **Downtown Transferable Development Rights (TDR) Program.** The TDR Program is one way that developers of Downtown office buildings and hotels can achieve additional density. It helps Seattle achieve a more variable scale of buildings in Downtown by allowing density to be moved from one site to another. Owners of certified housing TDR sites can sell excess development rights to commercial developers and use the proceeds for renovation of the housing. Rental units that are preserved must remain affordable for households with incomes up to 50% of median income for 50 years.
- **Downtown Commercial Bonus Program.** The Commercial Bonus Program allows additional density for office and hotel developments on sites zoned DOC-1, DOC-2, DMC 240, and DMC 340 in exchange for affordable housing and child care for lower-wage workers. The housing and/or child care can be built by the commercial developer or a financial contribution of \$18.75 per square foot of bonus floor area for housing and \$3.25 per square foot of bonus floor area for child care may be made to the City for those purposes.
- **Downtown Residential Bonus Program.** The Downtown Residential Bonus Program allows additional residential gross floor area and height in developments in exchange for affordable housing. The developer can provide affordable housing units in or adjacent to the new residential tower or make a financial contribution (approximately \$18.94 per square foot of bonus floor area) to the City to fund new affordable housing in Downtown. Affordable housing units are intended to primarily serve modest-wage service workers in Downtown.

Housing Programs and Income Levels Served

Rental		Homeownership
120% AMI (\$68,400)		<ul style="list-style-type: none"> Seattle Homes Within Reach—Multifamily Property Tax Exemption (100%-120% AMI)
100% AMI (\$57,000)	<ul style="list-style-type: none"> Seattle Homes Within Reach—Multifamily Property Tax Exemption (90%-100% AMI) 	<ul style="list-style-type: none"> Downtown Residential Bonus Program
80% AMI (\$43,050)	<ul style="list-style-type: none"> Levy Rental Preservation & Production Program Levy Neighborhood Housing Opportunity Program HOME/CDBG Rental Preservation & Production HomeWise Weatherization Downtown Residential & Commercial Bonus Programs Seattle Homes Within Reach—Multifamily Property Tax Exemption 	<ul style="list-style-type: none"> Levy Homeownership Program Levy Neighborhood Housing Opportunity Program HOME Downpayment Assistance CDBG Homebuyer Education & Counseling HomeWise Homeowner Rehabilitation HomeWise Weatherization Downtown Residential Bonus Program
50% AMI (\$28,500)	<ul style="list-style-type: none"> Levy Rental Preservation & Production Program Levy Neighborhood Housing Opportunity Program HOME/CDBG Rental Preservation & Production HomeWise Weatherization Downtown Transferable Development Rights (TDR) Program Downtown Residential & Commercial Bonus Programs 	<ul style="list-style-type: none"> CDBG Senior Services Minor Home Repair Program HomeWise Homeowner Rehabilitation HomeWise Weatherization
30% AMI (\$17,100)	<ul style="list-style-type: none"> Levy Rental Preservation & Production Program Levy Neighborhood Housing Opportunity Program Levy Levy Operating & Maintenance Program Levy Rental Assistance HOME/CDBG Rental Preservation & Production HOME Rent Stabilization HomeWise Weatherization Downtown Transferable Development Rights (TDR) Program Downtown Commercial Bonus Program 	<ul style="list-style-type: none"> CDBG Senior Services Minor Home Repair Program HomeWise Homeowner Rehabilitation HomeWise Weatherization

* Income limits are per HUD for 1-person households in 2008

Seattle’s Community Development Strategy

The Seattle Office of Economic Development (OED) has taken a multi-pronged approach to support community economic development that supports the City’s overarching goals. OED’s approach will: a) target high-priority geographic areas in need of public investments and attention; b) continue to invest in projects that will catalyze economic revitalization; and c) simultaneously invest in projects that preserve affordability and ethnic vitality in neighborhoods.

The City of Seattle works with Community Development Corporations (CDCs) as key partners to implement “place-based” commercial corridor revitalization strategies. CDCs also work within their neighborhoods to create and maintain organizational capacity, recruit volunteers, develop community leadership, and facilitate organizational partnerships. These tasks are critical to the success of neighborhood change. Supporting the organizations that are leading and implementing neighborhood revitalization to ensure their capacity to fund and sustain these activities is an important part of reaching revitalization goals. Among the organizational approaches are: forming new chambers of commerce or merchant associations or strengthening existing ones, or forming new business improvement districts or strengthening existing ones.

Strategies that support these overarching principles are described in the Four-Year Matrix.

Seattle’s Homelessness Response Strategy

The City of Seattle and its partners are committed to ending homelessness. Through its grants and contracts with community-based organizations, the City invests in services to prevent homelessness and to help homeless people access and retain permanent, affordable housing. The City also invests in the development of affordable, permanent housing for homeless and low-income individuals and families.

- **The Ten-Year Plan guides local work to end homelessness.** Our community’s strategies to prevent and end homelessness are guided by the planning work and priorities of the King County Ten-Year Plan to End Homelessness, *A Roof Over Every Bed in King County*.¹ City investments and service delivery strategies are aligned with regional priorities identified in the Ten-Year Plan. The Committee to End Homelessness in King County identifies needs, prioritizes strategies and coordinates implementation of the plan.
- **A diverse group has come together to end homelessness.** The Committee to End Homelessness brings together homeless and formerly homeless youth, young adults and adults; members of faith communities; representatives from philanthropy, business, local government, and non-profit human service and housing development agencies; advocates; and other stakeholders from across the county, all with a commitment to end homelessness in King County by 2015. The ongoing implementation of the Ten-Year Plan relies on a number of committees and workgroups to carry out short-term projects and develop longer term plans.

The vision for a regional response to homeless when faith-based community members initiated a series of dialogues on the homelessness crisis. In 2002, the Church

¹ Link to Ten-Year Plan

Council of Greater Seattle, the City of Seattle, King County, United Way of King County, the Seattle/King County Coalition on Homelessness, and four regional Human Services Alliances created the Committee to End Homelessness.

- **The Ten-Year Plan focuses on ending homelessness through five strategies:**
 1. Prevent people from becoming homeless;
 2. Build or acquire more affordable housing and move people rapidly from homelessness to housing with integrated services;
 3. Increase the efficiency of the existing system that serves homeless people;
 4. Build and sustain the public and political will to end homelessness; and
 5. Measure and report outcomes.

The plan sets a goal of securing 9,500 new and existing affordable housing units by 2015.

- **A number of solutions to homelessness must be implemented to serve different groups.** The Ten-Year Plan acknowledges that solutions to homelessness differ among each of the subpopulations of families, single adults, youth and young adults, and recommends quantified goals for housing development specific to each group. In addition, the Ten-Year Plan focuses attention on the disproportional representation of people of color among those who are homeless. It notes that services for those who are homeless must be provided in a culturally competent way.

Strategy 1: Preventing Homelessness

Prevention strategies designed to avert homelessness among households at risk are one of the key priorities and strategies of the Ten Year Plan.

- **The Ten-Year Plan states that “ending homelessness begins with prevention.”** Effective homelessness prevention strategies emphasize *primary prevention* focused on emergency assistance and interventions designed to directly prevent individuals, families, and youth from becoming homeless. The Committee has identified a number of components that must be present for an effective prevention system, including: identification and outreach; information and referral; emergency financial assistance; tenant education, mediation and legal assistance; case management; financial stability services; and long-term self sufficiency.

Discharge Planning and Coordination:

- **The process of discharging people from institutions, such as hospitals or jails, is a key part of preventing further homelessness.** In addition to the primary prevention efforts described above, the Committee to End Homelessness has made discharge coordination efforts a priority. A number of institutions are working together to coordinate discharge from institutions into interim and permanent housing, rather than to the streets. Coordination with the health care, criminal justice, foster care, and the mental health and chemical dependency systems is an ongoing priority need in prevention of homelessness.

Strategy 2: Moving People Rapidly Into Housing

- **Ending homelessness requires that people secure housing as quickly as possible.** The network of services designed to move people into affordable, appropriate housing includes outreach and assessment, supportive services, and emergency and transitional housing programs. Affordable, permanent housing models for individuals and families who are homeless or who may be at imminent risk of becoming homeless have also been developed to address a range of needs.
- **Seattle’s Housing First model supports this goal.** The City of Seattle supports the development of housing that quickly moves individuals and families into housing. Seattle has made investments in “Housing First” models that focus on rapid access to housing that is not time-limited and does not require services as a condition of tenancy. These housing models remove many of the barriers that prevent people from securing stable housing. Crisis intervention, rapid housing placement, follow-up case management, and supportive services are key components of putting people into housing first, with flexible, individualized supportive services following housing placement to prevent the reoccurrence of homelessness.

Strategy 3: Building Political and Public Will to End Homelessness

- **Ending homelessness requires a commitment from leaders and members of the community.** Educating the community on homelessness and proven strategies to end it is one of the Committee’s principal actions.
- **Local efforts have led to statewide funding for homeless services.** The Committee to End Homelessness, in collaboration with the United Way of King County, the Washington Low-income Housing Alliance, and the Washington Coalition for the Homeless has been successful in increasing state funding to end homelessness.

A sustained, multi-year commitment of funding to support capital, rental and operating subsidies and service dollars is necessary to end homelessness. Federal and state legislative advocacy to increase funding is among our key priorities.

Strategy 4: Increasing the Efficiency of the Existing System

- **Resources for homeless services must be used efficiently and effectively.** The City invests more than \$40 million annually in preventing and ending homelessness. Ending homelessness requires generating the resources needed for adequate housing and necessary services and then using resources in an efficient, effective and equitable way.
- **The City uses best practices to allocate investments.** The City of Seattle participates with other local funders to coordinate investments through a comprehensive Notice of Funding Availability (NOFA) —a streamlined application and funding process that has been recognized as a best practice by the National Alliance to End Homelessness and the Corporation for Supportive Housing.

Our actions and strategies to increase the efficiency of existing systems focus on the restructuring and coordinating services, streamlining rules and regulations and making the best use of scarce community resources.

- **Coordinated, system-wide tools have been adopted to help providers become more effective.** In addition, our community is exploring ways to create a coordinated entry system linking people in need to the most appropriate services; to establish system-wide case management standards; to employ shallow rental subsidies; and to create a dynamic, supportive system that provides opportunities for “graduation”—increasing self sufficiency and reducing reliance on deep housing subsidies in order to make resources available to homeless individuals with more intensive needs.

Strategy 5: Measuring and Reporting Outcomes

- **Measuring the results of investments and services and providing regular reports on achievements guides planning and policy work to end homelessness.** One of the primary tools for measuring and reporting on success will be Safe Harbors, our community’s Homeless Management Information System (HMIS).

4.2.2 Strategic Plan – Four Year Priorities Matrix

For program year 2009, we estimate having \$13.8 million available in CDBG-related resources. Of that amount, almost 88%, or \$11.8 million, will be allocated to these two areas, including projects to preserve and build affordable housing, to support providing for the operating costs of services for homeless persons, and to fund the Rainier Valley Community Development Fund. The remaining \$2 million will be divided between business assistance and development, grant and program administration, policy planning and social services facilities development.

We expect \$542,000 for the Emergency Shelter Grant Program, \$1.6 million for HOPWA and \$5.3 million for the HOME Investment Partnership.

The following Four-Year Strategic Plan matrix is organized by the three goals adopted by the City, which reflect HUD’s national objectives for federal funding under CDBG, ESG, HOME and HOPWA grants. It should be noted that the strategies listed reflect activities that will leverage many other City, private foundation, county, state and federal sources in order to support the complex systems of housing, economic development, public services and community infrastructure. (See the Financial Summary and Leveraging sections, 4.3.3).

Activities are listed by goal, department(s) with leadership roles, HUD Performance Measure category codes, identified strategy, and the year in which the initiative or project is anticipated to be completed. Strategies that are expected to generate program contracts each year show an “X” in each of the four years. This matrix, along with the Annual Allocation Plan, will become the baseline for the City of Seattle’s annual Update and Consolidated Annual Plan Performance Report (CAPER) over the life of the 2009-2012 Consolidated Plan.

Strategic Plan Matrix Abbreviations

HSD =	Human Services Department
OH =	Office of Housing
SHA =	Seattle Housing Authority
OED =	Office of Economic Development
DV =	HSD – Domestic Violence & Sexual Assault Prevention division
SOCR =	Seattle Office for Civil Rights
“X” =	denotes anticipated completion date of strategy/activity listed

Key to HUD Performance Measures Codes:

HUD’s Performance Measures system requires grantees to capture data in the national database (IDIS) based on categorization by three program objectives and three outcome indicators. Each CDBG, ESG, HOME, or HOPWA-funded activity must choose one performance objective and one performance outcome as defined by HUD (e.g. 1.2 = Suitable Living Environment, Availability / Accessibility). Based on these classifications, HUD requires additional data to be entered into the IDIS database specific to desired results for different types of programs.

Exhibit 2-1: Link between Objectives, Outcomes, and Outcome Statements

	Outcome 1: Availability/Accessibility	Outcome 2: Affordability	Outcome 3: Sustainability
Objective #1 Suitable Living Environment	Accessibility for the purpose of creating Suitable Living Environments	Affordability for the purpose of creating Suitable Living Environments	Sustainability for the purpose of creating Suitable Living Environments
Objective #2 Decent Housing	Accessibility for the purpose of providing Decent Housing	Affordability for the purpose of providing Decent Housing	Sustainability for the purpose of providing Decent Housing
Objective #3 Economic Opportunity	Accessibility for the purpose of creating Economic Opportunities	Affordability for the purpose of creating Economic Opportunities	Sustainability for the purpose of creating Economic Opportunities

These outcome statements will help the grantee to demonstrate the results its program is making at the local level and help HUD to demonstrate how Federal funds are being used to make a difference at the national level.

Source: HUD Training Manual and Guidebook, June 20-21, 2007

List of cited sub-plans (see Section 6.2 – Reference Tools)

- Domestic Violence Homeless Strategic Plan
- Biennial report on Domestic Violence in Seattle
- Domestic Violence - Criminal Justice Strategic Plan
- Office of Economic Development: Community Development Corporations Work Programs
- Ten Year Plan to End Homelessness (TYP)
- Human Services Department: Strategic Investment Plan (SIP)
- Office of Economic Development: Southeast Seattle Strategic Map

2009 – 2012 City of Seattle Consolidated Plan: Strategic Plan Priorities Matrix
GOAL 1: PROMOTE SUITABLE LIVING ENVIRONMENTS

ORG	HUD PM	Ref to sub-plan		STRATEGY DESCRIPTION	2009	2010	2011	2012
HSD			A.	COMMUNITY FACILITIES FOR NON-PROFIT AGENCIES				
	1.2		1	Provide funding for zero-interest, forgivable loans to non-profit social services agencies to acquire, improve, or rehabilitate direct service space	X	X	X	X
	1.2		2	Allocate community facilities loans on a competitive basis via a Request for Investments process. Process will commit funds on a biennial basis		X		X
	1.1		3	Provide technical assistance to non-profit agencies regarding financing, development and management of capital projects	X	X	X	X
DV			B.	COORDINATION OF DOMESTIC VIOLENCE SERVICES				
	1.1	DV/Homeless Strategic Plan	1	Coordinate with other funders to create a resource pool that may temporarily help domestic violence victims safely stay in or return to their homes while income options are explored and secured	X			
	1.1	DV/Homeless Strategic Plan	2	Increase the funding for civil legal assistance, legal advocacy and community advocacy, so that victim/survivors, whether they go to shelter or not, have adequate access to safety strategies, resource information, legal options, and advocacy	X	X	X	X
	1.3	DV/Homeless Strategic Plan	3	Develop and improve strategies, both through policy changes and through funding, to ensure the safety of women and children in their home	X	X	X	X

2009 – 2012 City of Seattle Consolidated Plan: Strategic Plan Priorities Matrix
GOAL 1: PROMOTE SUITABLE LIVING ENVIRONMENTS

ORG	HUD PM	Ref to sub-plan		STRATEGY DESCRIPTION	2009	2010	2011	2012
	1.1	DV/Homeless Strategic Plan	4	Develop a recommended model for hotel/motel voucher programs so emergency, safe housing may be provided for domestic violence victims who are fleeing a dangerous home	X			
	1.2	DV/Homeless Strategic Plan	5	Develop guidelines for supportive services to survivors of domestic violence who are tenants in permanent, supportive housing operated by mainstream homeless/housing providers	X			
	1.1	DV/Criminal Justice Strategic Plan	6	Determine and strive to implement the best mechanism (one-stop/no-wrong door) for responding to family violence	X	X	X	
OH			C.	INCREASE AVAILABILITY OF AFFORDABLE HOUSING				
	1.2		1	Increase the use of land use incentives that enable voluntary contributions to affordable housing by private and nonprofit developers	X	X	X	X
	1.3		2	Whenever significant zoning changes are adopted, implement zoning incentives so that developers who take advantage of increases to height and density limits would be required to either build affordable units as part of their residential project, or pay into a fund to create housing affordable for working families	X	X	X	X
	1.2		3	Address all housing development strategies as part of planning effort for 2009 Housing Levy approval campaign	X			
OH & OED	1.2		4	Increase the overall housing supply in Seattle's urban centers, including a full range of affordable housing, in particular affordable workforce housing	X	X	X	X

2009 – 2012 City of Seattle Consolidated Plan: Strategic Plan Priorities Matrix
GOAL 1: PROMOTE SUITABLE LIVING ENVIRONMENTS

ORG	HUD PM	Ref to sub-plan		STRATEGY DESCRIPTION	2009	2010	2011	2012
OH			D.	INCREASE USE OF AFFORDABLE HOUSING AS CATALYST FOR DISTRESSED NEIGHBORHOOD ECONOMIC DEVELOPMENT				
	1.1		1	Use affordable housing programs to prevent displacement in revitalizing communities	X	X	X	X
OH & SHA	1.2		2	Promote development of mixed-use, mixed-income projects designed to advance both housing and community development goals in economically distressed neighborhoods	X	X	X	X
OED			E.	IMPROVE INFRASTRUCTURE AND COMMUNITY RESOURCES IN DISTRESSED NEIGHBORHOODS TO PROMOTE ECONOMIC DEVELOPMENT AND QUALITY OF LIFE (by target area)				
				Southeast Seattle				
	1.1	OED CDC Work Programs	1	Develop vacant and underutilized parcels toward uses that support the community's vision for the area	X	X	X	X
	1.3	OED CDC Work Programs	2	Retain and grow the diversity of small businesses owned by and serving the diverse population of the neighborhood	X	X	X	X
	1.2	OED CDC Work Programs	3	Attract a wider variety of businesses, jobs, goods, services and housing to meet the needs of neighborhood residents	X	X	X	X

2009 – 2012 City of Seattle Consolidated Plan: Strategic Plan Priorities Matrix
GOAL 1: PROMOTE SUITABLE LIVING ENVIRONMENTS

ORG	HUD PM	Ref to sub-plan		STRATEGY DESCRIPTION	2009	2010	2011	2012
				Chinatown/International District and Little Saigon				
	1.1	OED CDC Work Programs	4	Develop a Design/Vision Center in the neighborhood as a focal point for information sharing and collaboration for redevelopment of vacant and dilapidated properties				X
	1.2	OED CDC Work Programs	5	Pursue redevelopment projects that will provide additional affordable commercial space and residential/office base	X	X	X	X
	1.3	OED CDC Work Programs	6	Coordinate input and interests of diverse community stakeholders and organizations for key advocacy and planning efforts	X	X	X	X
	1.1	OED CDC Work Programs	7	Coordinate street and park improvements consistent with community priorities	X	X	X	X
OED				Central Seattle , Capitol Hill and Delridge				
	1.2	OED CDC Work Programs	8	Develop mixed-use projects that provide affordable and work force housing and commercial space			X	X
	1.3	OED CDC Work Programs	9	Create a viable business node to recruit and retain new businesses				X
	1.1	OED CDC	10	Complete pedestrian, street and façade improvements as prioritized by			X	X

2009 – 2012 City of Seattle Consolidated Plan: Strategic Plan Priorities Matrix
GOAL 1: PROMOTE SUITABLE LIVING ENVIRONMENTS

ORG	HUD PM	Ref to sub-plan		STRATEGY DESCRIPTION	2009	2010	2011	2012
		Work Programs		neighborhood-based non-profit community development organizations consistent with community priorities				
	1.1	OED CDC Work Programs	11	Develop a corridor strategic action plan		X		

**2009 – 2012 City of Seattle Consolidated Plan: Strategic Plan Priorities Matrix
GOAL 2: SUPPORT DECENT HOUSING**

ORG	HUD PM	Ref to sub-plan		STRATEGY DESCRIPTION	2009	2010	2011	2012
HSD		Ten Year Plan to End Homelessness (TYP)	A.	PREVENT HOMELESSNESS				
	2.3	HSD Strategic Investment Plan (SIP)	1	Provide rental or mortgage assistance, and/or move-in assistance, linked with case management to individuals who are homeless or at-risk of homelessness to support their housing stability	X	X	X	X
	2.3	HSD SIP	2	Contract with community based organizations to prevent the eviction or displacement of low-income households from their housing	X	X	X	X
	2.3	HSD SIP	3	Assist persons living with HIV/AIDS with low-incomes and who are need of housing and/or housing support to achieve and maintain housing stability	X	X	X	X
HSD		Ten Year Plan to End Homelessness (TYP)	B.	MOVE HOMELESS PEOPLE RAPIDLY INTO HOUSING				
HSD	2.1	HSD SIP	1	Assist homeless individuals, families and youth with emergency support services including emergency shelter and enhanced shelter, meals, hygiene services, day centers, counseling, and case management to enable individuals to achieve stability, access and maintain housing.	X	X	X	X

**2009 – 2012 City of Seattle Consolidated Plan: Strategic Plan Priorities Matrix
GOAL 2: SUPPORT DECENT HOUSING**

ORG	HUD PM	Ref to sub-plan		STRATEGY DESCRIPTION	2009	2010	2011	2012
HSD	2.2	HSD SIP	2	Assist homeless individuals, families, youth and young adults with supportive services designed to move them rapidly to permanent housing and to maintain continued stability in housing	X	X	X	X
	2.1		3	Allocate federal and local funds for homelessness services via biennial competitive Request for Proposals, including enhanced shelter, transitional housing, and other homeless support programs incorporating elements of the Strategic Investment Plan, Ten Year Plan to End Homelessness, best practices, and community input	X		X	
HSD & OH	2.2	TYP	4	Promote strategies that place and support chronically homeless individuals and individuals with long histories of homelessness in permanent housing, including “Housing First” models where traditional barriers to tenancy are removed and a range of flexible services are available to support individual needs	X	X	X	X
	2.3	TYP	5	Promote access to housing within the existing housing stock through the Landlord Liaison Project and other programs that work in partnership with landlords, by providing first/last/deposit funds, portable credit report, damage deposit mitigation fund, and short-term rental assistance designed to help individuals and families access housing and maintain stability (<i>see strategy E.6 below</i>)	X	X	X	X
HSD			C.	MEASURE & REPORT ON TEN YEAR PLAN TO END HOMELESSNESS OUTCOMES				
	2.1	TYP	1	Support full implementation and on-going operation of the Safe Harbors homeless management information system (HMIS) to obtain and evaluate data about homeless people to set policy, develop and	X	X	X	X

2009 – 2012 City of Seattle Consolidated Plan: Strategic Plan Priorities Matrix
GOAL 2: SUPPORT DECENT HOUSING

ORG	HUD PM	Ref to sub-plan		STRATEGY DESCRIPTION	2009	2010	2011	2012
				implement programs and services				
	2.2	TYP	2	Measure results of investments and services and provide regular reports on achievements; use data to guide planning	X	X	X	X
DV				D. ASSIST DOMESTIC VIOLENCE VICTIMS TO ACCESS/MAINTAIN STABLE HOUSING				
	2.1	DV/Homeless Strategic Plan	1	Educate domestic violence survivors who live in subsidized housing about their rights under federal and state law to remain in their housing unit or be moved to a safer unit	X			
	2.2	DV/Homeless Strategic Plan	2	Work on development of a coordinated system for resource information and access to interim and permanent housing which is able to appropriately work with DV survivors	X	X		
OH				E. PROVIDE SERVICE-ENRICHED HOUSING FOR HOMELESS AND/OR SPECIAL NEEDS POPULATIONS, WITH THE GOAL OF ENDING HOMELESSNESS, NOT JUST MANAGING IT				
	2.2		1	Provide building operating funds for City-funded affordable rental housing for homeless and special needs residents so that units can be well-maintained and financially viable	X	X	X	X
	2.2		2	Provide supportive services in permanent affordable housing projects				

2009 – 2012 City of Seattle Consolidated Plan: Strategic Plan Priorities Matrix
GOAL 2: SUPPORT DECENT HOUSING

ORG	HUD PM	Ref to sub-plan		STRATEGY DESCRIPTION	2009	2010	2011	2012
				to allow persons who are chronically homeless or formerly chronically homeless to achieve and sustain housing	X	X	X	X
OH & SHA	2.2		3	Increase the supply of affordable housing linked with supportive services for homeless and special needs residents	X	X	X	X
OH & SHA	2.2		4	Assist homeless families, individuals and youth by providing supportive services in transitional housing, enabling residents to move to stable, permanent housing and achieve self-sufficiency	X	X	X	X
OH & HSD	2.2		5	Through planning initiatives and evaluation studies, work to improve program delivery and services, as well as increase housing and services funding, for supportive housing.	X	X	X	X
OH,HSD & SHA	2.2		6	Provide rental assistance to families and individuals to help maintain their housing stability (<i>see B. 7 & B. 8 above</i>)	X	X	X	X
SHA & HSD	2.2		7	Foster stability and self-sufficiency among SHA public housing residents and program participants by creating a variety of service-enriched environments and providing a range of supportive services. (SHA, HSD)	X	X	X	X
OH			F.	INCREASE AND MAINTAIN THE SUPPLY OF AFFORDABLE RENTAL HOUSING IN SEATTLE				
	2.2		1	Increase supply of rental units affordable to moderate-income worker households through Seattle Homes Within Reach programs (e.g. Multifamily Tax Exemption Program; Commercial and Residential	X	X	X	X

**2009 – 2012 City of Seattle Consolidated Plan: Strategic Plan Priorities Matrix
GOAL 2: SUPPORT DECENT HOUSING**

ORG	HUD PM	Ref to sub-plan		STRATEGY DESCRIPTION	2009	2010	2011	2012
				Bonus Programs)				
	2.3		2	Identify potential new City resources and lending programs for housing production and preservation	X	X	X	X
	2.3		3	In cooperation with public, private and nonprofit partners, strive to increase State, federal and private funding for housing and to preserve existing resources	X	X	X	X
OH & SHA	2.2		4	Increase the supply of below-market-rental housing (private and public housing units) for families and individuals with low-incomes throughout the city	X	X	X	X
	2.3		5	Rejuvenate and maintain the supply of affordable subsidized rental housing owned or managed by Seattle Housing Authority	X	X	X	X
	2.1		6	Reduce housing costs for low-income tenants, and operating costs for subsidized housing, by funding weatherization improvements and promoting sustainable building techniques in City-funded and Seattle Housing Authority development projects	X	X	X	X
SHA			7	Public Housing Disabilities accommodation: As a result of a Voluntary Compliance Agreement signed with HUD in November 2007, SHA will make 263 public housing units fully compliant with the Uniform Federal Accessibility Standards (UFAS) by 2014: 101 units are due in 2008; 41 units in 2009; 13 units in 2010; 32 units in 2011; 42 units in 2012; 20 units in 2013; and 14 units in 2014.	X	X	X	X

**2009 – 2012 City of Seattle Consolidated Plan: Strategic Plan Priorities Matrix
GOAL 2: SUPPORT DECENT HOUSING**

ORG	HUD PM	Ref to sub-plan		STRATEGY DESCRIPTION	2009	2010	2011	2012
SHA			8	Resident Involvement: SHA Community Builders will work with interested residents to form and sustain duly-elected resident councils and issue-specific work groups to work with management on issues of common interest. In addition, most communities send representatives to the Joint Policy Advisory Committee, with whom SHA regularly consults on major policy issues. Residents will help plan for the use of HUD's Resident Participation Funds.	X	X	X	X
OH & HSD	2.2		9	Administer the portfolio of City-funded affordable rental housing so that units are well-maintained and serve intended low-income residents	X	X	X	X
OH			G.	INCREASE OPPORTUNITIES FOR LOW-INCOME HOUSEHOLDS TO PURCHASE AND MAINTAIN THEIR HOMES				
	2.2		1	Provide down-payment assistance to low-income first-time homebuyers purchasing a home in Seattle	X	X	X	X
	2.3		2	Provide low-interest loans and grants to low-income homeowners for home repair and weatherization	X	X	X	X
	2.2		3	Increase supply of condominium units and other homes affordable to first time homebuyers through Seattle Homes Within Reach programs (e.g. Multifamily Tax Exemption Program; Commercial and Residential Bonus Programs)	X	X	X	X
			4					

2009 – 2012 City of Seattle Consolidated Plan: Strategic Plan Priorities Matrix
GOAL 2: SUPPORT DECENT HOUSING

ORG	HUD PM	Ref to sub-plan		STRATEGY DESCRIPTION	2009	2010	2011	2012
	2.3			Help low-income families in danger of losing their homes through Seattle's Foreclosure Prevention Program, which combines stabilization loans and pre-foreclosure counseling and repayment plans	X	X	X	X
OH & SHA	2.1		5	Promote education and counseling for low-income first-time buyers and homeowners	X	X	X	X
OH & SHA	2.2		6	Encourage programs and activities that increase the supply of affordable homeownership units in Seattle	X	X	X	X
OH & SOCR	2.3		7	Develop initiatives to assist homeowners at risk of losing their home due to predatory lending practices	X	X	X	X

2009 – 2012 City of Seattle Consolidated Plan: Strategic Plan Priorities Matrix
GOAL 3: EXPAND ECONOMIC OPPORTUNITIES

ORG	HUD PM	Ref to sub-plan		STRATEGY DESCRIPTION	2009	2010	2011	2012
OED				A. INCREASE ECONOMIC DEVELOPMENT OPPORTUNITIES FOR SMALL AND MINORITY OWNED BUSINESSES IN DISTRESSED NEIGHBORHOODS (by target area)				
				Southeast Seattle				
	3.1	SE Seattle NRSA	1	Improve outreach and technical assistance targeted to small business, in particular those with limited English proficiency, to support business development.	X	X	X	X
	3.2	SE Seattle NRSA	2	Stabilize and grow small businesses impacted by light rail construction to allow them to benefit from increased economic activity resulting from the public and private investment planned for the area.	X	X	X	X
	3.1	SE Seattle NRSA	3	Encourage the development of mixed-use development that provides additional affordable housing and commercial space in the neighborhood's commercial districts and light rail station areas.	X	X	X	X
OED				B. SUPPORT COMMERCIAL CORRIDOR REVITALIZATION TO PROVIDE ECONOMIC OPPORTUNITY FOR ENTREPRENEURS, INCREASE JOBS, AND IMPROVE ACCESS TO GOODS AND SERVICES FOR ALL DISTRESSED NEIGHBORHOODS				
	3.3	Strategic Maps, CDC Work Programs	4	Track baseline data and/or coordinate with CDC partners to monitor changing market conditions and other factors that will influence nature and extent of future areas of need, and associated City efforts.		X		X

2009 – 2012 City of Seattle Consolidated Plan: Strategic Plan Priorities Matrix
GOAL 3: EXPAND ECONOMIC OPPORTUNITIES

ORG	HUD PM	Ref to sub-plan		STRATEGY DESCRIPTION	2009	2010	2011	2012
	3.2		5	Assist the development of catalytic mixed-use projects with Section 108 and Float loan financing, providing opportunities for business growth and new jobs.	X	X	X	X

4.3 What will the Consolidated Plan Allocations be in 2009?

The Annual Allocation Plan (APP), formerly known as the Table of Proposed Projects, illustrates all the activities the City will fund in a given year with the four fund sources and provides more detail with regard to anticipated sub-recipients, performance measures for each activity, and fund allocations.

The following estimates of available revenues for 2009 are being developed in the summer of 2008. At this time, we anticipate that our 2009 allocations in each of the four programs governed by this Consolidated Plan will remain the same as they were for program year 2008. This includes the estimate for the American Dream Downpayment Initiative portion of the HOME program.

CDBG

The CDBG program is funded primarily via the annual entitlement from HUD. In 2008, that amounted to \$12,022,310. We have built the 2009 allocations based on this same entitlement amount, plus the following sources of revenues:

Program Income from:	
2009 Homewise Program	\$260,000
2009 Homeownership Program	\$550,000
2009 MultiFamily Program	\$500,000
Current and Prior Years' float loan interest payments	\$193,252
Reprogrammed funds from prior years	\$310,573
TOTAL OTHER REVENUES	\$1,813,825
ESTIMATED ENTITLEMENT	\$12,022,310
ESTIMATED CDBG BUDGET	\$13,836,135

HOME/ADDI

In 2008, Seattle received an appropriation of \$4,142,653 from HUD for the Home Investment Partnership program. We are planning for the same amount in 2009. In addition, the American Dream Downpayment Initiative is expected to provide another \$37,308, as it did in 2008.

Program Income from the HOME Program is expected to remain relatively stable at \$1 million.

HOPWA and ESG

In 2008, Seattle's portion of the HOPWA and ESG programs were \$1,663,000 and \$542,360 respectively. As of the summer of 2008, we do not anticipate significant changes to these amounts.

All of these estimates are based on Seattle CDBG Administration's assessment of Congressional action on the 2009 federal budget as of mid-July 2008. These estimates are subject to change as

Congress and the President wrap up work on the FY2009 budget. Changes in revenues, and their effects on program allocations, will be reflected in a substantial amendment to the 2009-2012 Consolidated Plan to be developed in the spring of 2009. Generally, HUD formally informs jurisdictions of their current fiscal year allocations during the spring of any given calendar year.

Allocations to specific activities are found in the 2009 Table of Proposed Projects (TPP), included in the body of this document. The allocation of Consolidated Plan funds is made in accordance with the stated policies and strategies contained in the 2009-2012 Consolidated Plan. Funds are appropriated to the following City departments for the identified purposes:

Human Services Department (HSD): Activities are focused on supporting services that assist homeless persons and families out of homelessness and into appropriate housing, supporting non-profit social service organizations with their facility needs, and CDBG Administration.

Office of Housing (OH): Funds are used to create affordable housing options for low- and moderate-income Seattle residents.

Office of Economic Development (OED): Provides support for the economic development of low-income neighborhoods and businesses with a variety of business development products, and support for the neighborhood revitalization activities of the Southeast Seattle Neighborhood Revitalization Strategy Area.

4.3.1 2009 Allocation Guidelines

CDBG Allocation Guidelines

Since 2006, the City's broad objectives for CDBG funds have been to support the Ten-Year Plan to End Homelessness and to support economic revitalization in Southeast Seattle. The funding guidelines remain unchanged for 2009:

- The City will continue to maximize the amount of CDBG funding for public services while mitigating major fluctuations in the public services cap caused by fluctuations in annual program income.
- Public services funds shall focus on activities that support the region's Ten-Year Plan to End Homelessness.
- The City has committed to support neighborhood revitalization in the Rainier Valley (in Southeast Seattle) through the Rainier Valley Community Development Fund. City Ordinance 121763, adopted April 2005, adopted a Substitute Funding Agreement with the Central Puget Sound Regional Transit Authority that laid out a plan for CDBG allocations to this project through 2012. Following a full allocation to the public services cap, CDBG funds will be allocated to support the intent of the Substitute Funding Agreement.

- Remaining CDBG resources shall be used to support affordable housing preservation and development, community facilities and economic development activities throughout the City, and CDBG administration activities.
- All programs funded by CDBG, whether they are operated by City departments or by community-based organizations, will be consistent with the goals of the Consolidated Plan.
- CDBG allocations for programs operated by City departments will be determined through the City's budget process.
- The City's policy is to permit up to 20% of CDBG expenditures for administration and planning activities, as allowed under CDBG regulations. Also, federal regulations currently allow cities to set aside up to 10% of the CDBG grant funds as contingency for cost overruns.
- In the event that projected revenues differ from actual revenues, the CDBG Administrator will work with affected City departments to implement the policies and strategies stated in this Plan. At the earliest possible opportunity, prior to submittal of the revised Table of Proposed Projects to the Council, the CDBG Administrator will present recommendations to the Mayor and City Council on how to meet the actual revenues following the substantial amendment public process rules. Mayor and Council decisions will then be incorporated into a revised annual Table of Proposed Projects submitted to HUD.
- In order to meet HUD's timely expenditure requirements and to ensure funds are expended in a deliberate and efficient process, the CDBG Administrator shall, no later than April 1 of each year, review CDBG allocations made to all entities. The CDBG Administrator, in consultation with the affected City departments as well as the Executive department overseeing these entities, will evaluate the recapture of CDBG funds under the following conditions:
 1. Unexpended CDBG funds allocated to human services, planning, administration, and City's internal staffing and operating costs shall be recaptured at the end of City's fiscal year;
 2. Unexpended CDBG funds allocated to various technical and project assistance activities including those supporting the operations of non-profit developers carrying out economic development and low-income housing development activities, shall be recaptured at the end of a one-year contractual cycle;
 3. Unexpended CDBG funds allocated to physical development activities including affordable housing, community facilities, and business equity investment shall be recaptured at the end of three years from the date of award notice or funding reservation letter from the City, unless these funds are encumbered by authorized and executed contracts, or unless substantial expenditure and progress on the project are documented, including substantial completion of design in the case of capital projects;
 4. Funds not otherwise covered under #1, 2 and 3 above that are not awarded or encumbered after three years shall be recaptured at the end of the City's fiscal year.

- Recaptured funds will be used in accordance with the guidelines contained in this Plan.

Should CDBG revenues exceed the planned amount, the additional resources shall be allocated in accordance with these funding guidelines. The unplanned resources may also be used to:

1. Mitigate the funding reductions applied to various CDBG programs, grant administration, and planning efforts over the past several years in response to diminishing resources;
2. Provide a comparable funding increase to the aforementioned program areas to the extent possible;
3. Increase funding for those physical development programs that leverage non-City revenues or that do not require on-going annual funding. To the extent possible, the City shall avoid development of a CDBG operating expense base that cannot be sustained if the federal government fails to maintain future CDBG funding at the current levels.

Should CDBG revenues come in lower than planned; the City will continue its policy that the priority for managing decreases in CDBG resources will, to the extent possible, be to reduce funding allocations in physical development and/or administrative activities and not in public services, nor as committed in the Substitute Funding Agreement.

- The CDBG funding reductions shall be made in planning, administration, and/or physical development programs, including program delivery costs. One-time-only capital projects are most likely to experience reduced allocations of any CDBG revenue decrease. Funding reductions may be applied across-the-board among physical development programs.
- The City will explore any other possible areas of savings or reductions that have a minimal impact on sustaining current levels of program operations and services. The CDBG Administrator shall work with affected City programs in identifying and capturing prior year CDBG under-expenditures.

ESG Allocation Guidelines

ESG funds have been used in Seattle to improve the quality of emergency shelters; to support shelter initiatives to expand capacity; and to provide "essential services," non-maintenance, or security personnel to access supportive services to stabilize people in the community. A maximum of 5% of the grant is allocated to the Human Services Department (HSD) for administrative costs, while 95% of the total grant provides support for programs providing services to homeless people. The HSD Community Services Division administers the ESG program.

HOME Allocation Guidelines

The HOME program is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. Federal rules allow participating jurisdictions to choose among a broad range of eligible activities using HOME

funds: provide home purchase or rehabilitation financing assistance to eligible homeowners and new homebuyers; build or rehabilitate housing for rent or ownership; pay for other reasonable and necessary expenses related to the development of affordable housing, including site acquisition or improvement, demolition of dilapidated housing to make way for HOME-assisted development, and payment of relocation expenses; and to provide for tenant-based rental assistance contracts.

As stated above, the City of Seattle is estimating a 2009 HOME allocation of \$4,142,653, which is unchanged from the 2008 allocation. This includes \$2,610,265 for rental housing preservation and development, \$911,567 for homebuyer programs, \$205,947 for rent stabilization, and \$411,265 for HOME administration. An additional \$1 million of HOME program income is projected for 2009. Program income funds are allocated for homebuyer programs and rental housing preservation and development. All low-income housing production, preservation and assistance programs funded by HOME will be consistent with the goals of the Consolidated Plan.

HOPWA Revenue Estimate and Allocation Guidelines

HOPWA funds are allocated for the purpose of supporting persons with HIV and AIDS and their family members in individual living situations. Activities include rent subsidies and supporting services.

4.3.2 2009 Annual Allocation Priorities

Just as the **Four-Year Strategic Plan Matrix** above documents the priority strategies the City and its partners will focus on during the next four years; the **2009 Annual Allocation Plan** following indicates the key activities and respective fund allocations from the four federal fund sources that will be implemented beginning in January, 2009.

City of Seattle 2009 Annual Allocation Plan – November 18, 2008

The 2009 Table of Proposed Projects is the proposed one-year spending plan for Consolidated Plan funds for the City’s 2009 fiscal year. These allocations are aligned with the strategies and objectives as described in this 2009 – 2012 Consolidated Plan.

NOTE: The contents of this Table and Plan are not intended to confer any legal rights or entitlements on any persons, groups, or entities, including those named as intended recipients of funds or as program beneficiaries. The terms of this Plan are subject to amendment and to the effect of applicable laws, regulations and ordinances. Statements of numerical goals or outcomes are for the purpose of measuring the success of programs and policies and do not impose a legal obligation on the City to achieve the intended results. Actual funding of particular programs and projects identified in this Table is subject to completion of various further actions, some of which involve discretionary determinations by the City or others. These include HUD approval of this Plan; appropriations by the United States Congress and the City Council; reviews and determinations under environmental and related laws; and results of bidding and contracting processes.

		Activity	HUD Matrix codes	CDBG	ESG	HOPWA	HOME	2009 Total
		1: Office of Housing						
		<i>11: HomeWise and Homebuyer Programs</i>						
		111: Rehabilitation Lending and Investment						
111 010	City of Seattle OH	Housing Technical Assistance - HomeWise and Homebuyer Staffing (CDBG) (Citywide) Support staff and related costs of managing homebuyer assistance programs and homeowner rehabilitation projects, managing rehabilitation, energy conservation, paying contract costs for compliance with lead-based paint, complying with Section 106 Historic Preservation regulations, and processing loans <i>Performance indicator:</i> 550 housing units weatherized; 35 housing units repaired; homebuyer assistance indicator is shown below under Homebuyer Programs (HOME) <i>Start date:</i> 1/1/2009 – <i>Completion date:</i> 12/31/2009.	14A 202 LMH LocGov Prog	\$361,279				\$361,279
		111: Rehabilitation Lending and Investment Subtotal		\$361,279	\$0	\$0	\$0	\$361,279
		112: Homebuyer Assistance						
112 010	City of Seattle OH	Homebuyer Programs (CDBG PI and HOME PI) (Citywide) CDBG and HOME program income will be used for eligible low-income homebuyer activities. Up to 10% of program income may be used for program delivery. <i>Performance indicator:</i> Shown below under Homebuyer Programs (HOME)	05R 201(e) LMH LocGov Prog	\$550,000			\$500,000	\$1,050,000
112 020	City of Seattle OH	Homebuyer Programs (CDBG) (Citywide)	05R 201(e) LMH	\$92,712				\$92,712

2009-2012 City of Seattle Consolidated Plan – November 2008

		Activity	HUD Matrix codes	CDBG	ESG	HOPWA	HOME	2009 Total
		CDBG funds will be used for eligible low-income homebuyer activities. <i>Performance indicator:</i> Shown below under Homebuyer Programs (HOME)	LocGov Prog					
112 030	City of Seattle OH	Homebuyer Programs (HOME) (Citywide) HOME homeownership funds will be used for eligible low-income homebuyer activities. <i>Performance indicator:</i> HOME and CDBG funding combine with other OH funding to provide an estimated \$2.1 million for homeownership housing assistance and production in 2009 – that funding is expected to help 40 households purchase homes. <i>Start date:</i> 1/1/2009 – <i>Completion date:</i> 12/31/2009.	05R 201(e) LMH LocGov Prog				\$911,567	\$911,567
		112: Homebuyer Assistance Subtotal		\$642,712	\$0	\$0	\$1,411,567	\$2,054,279
		113: Minor Home Repair						
113 010	Senior Services of Seattle & King County	Minor Home Repair (CDBG) (Citywide) CDBG funds will be used by Senior Services to inspect and provide minor repairs (e.g. plumbing, electrical work, carpentry) for homes occupied by low-income homeowners primarily (but not exclusively) those 60 years of age and older. <i>Performance indicator:</i> 650 housing units repaired <i>Start date:</i> 1/1/2009 – <i>Completion date:</i> 12/31/2009.	14A 202 LMH SubPriv Prog	\$449,917				\$449,917
		113: Minor Home Repair Subtotal	99	\$449,917	\$0	\$0	\$0	\$449,917
		114: Homebuyer Education and Counseling						
114 030	City of Seattle OH	Low-Income Housing Development Services (CDBG) (N/A) CDBG funds will be awarded to one or more organization(s) that provide education and counseling for first-time low-income homebuyers. <i>Performance indicator:</i> 17 homebuyer workshops held; 220 households participate in counseling <i>Start date:</i> 1/1/2009 – <i>Completion date:</i> 12/31/2009.	01 201(a) LMH LocGov	\$216,989				\$216,989
		114: Homebuyer Education and Counseling Subtotal		\$216,989	\$0	\$0	\$0	\$216,989
		11: Homeownership and Homebuyer Programs Subtotal		\$1,670,897	\$0	\$0	\$1,411,567	\$3,082,464

2009-2012 City of Seattle Consolidated Plan – November 2008

		Activity	HUD Matrix codes	CDBG	ESG	HOPWA	HOME	2009 Total
		12: Multifamily Production and Preservation						
		121: Multifamily Lending and Investment						
121 020	City of Seattle OH	Rental Housing Preservation & Development (HOME PI) (Citywide) Provide gap financing for acquisition and/or rehabilitation or new construction to provide multifamily rental housing with long-term rent and income restrictions, for low-income households, consistent with HOME Program regulations. Up to 10% of program income may be used for program delivery. <i>Performance indicator:</i> Shown below under Rental Housing Preservation & Development (HOME) <i>Start date:</i> 1/1/2009 – <i>Completion date:</i> 12/31/2009.	14B 202 LMH LocGov				\$500,000	\$500,000
121 030	City of Seattle OH	Rental Housing Preservation & Development (HOME) (Citywide) Provide gap financing for acquisition and/or rehabilitation or new construction to provide multifamily rental housing with long-term rent and income restrictions, for low-income households, consistent with HOME Program regulations. <i>Performance indicator:</i> HOME and CDBG funding combine with other OH funding to provide an estimated \$13 million for rental housing production and development in 2009— that funding is expected to fund 200 units. <i>Start date:</i> 1/1/2009 – <i>Completion date:</i> 12/31/2009.	14B 202 LMH LocGov				\$2,610,874	\$2,610,874
121 040	City of Seattle OH	Rental Housing Preservation & Development (CDBG and HOME Recapture) (Citywide) Provide gap financing for acquisition and/or rehabilitation or new construction provide for homeless housing and multifamily rental housing with long-term rent and income restrictions, for low-income and homeless households, consistent with CDBG Program regulations. The HOME funds are from prior years' under expenditures, not the 2009 entitlement from HUD nor from HOME program income. <i>Performance indicator:</i> Shown above under Rental Housing Preservation & Development (HOME) <i>Start date:</i> 1/1/2009 – <i>Completion date:</i> 12/31/2009.	14B 202 LMH LocGov	\$827,205			\$150,000	\$977,205
121 050	City of Seattle OH	Rental Housing Preservation & Development (CDBG PI) (Citywide)	14B 202	\$500,000				\$500,000

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		Activity	HUD Matrix codes	CDBG	ESG	HOPWA	HOME	2009 Total
		Provide gap financing for acquisition and/or rehabilitation or new construction to provide multifamily rental housing with long-term rent and income restrictions, for low-income households, consistent with CDBG Program regulations. Up to 10% of program income may be used for program delivery. <i>Performance indicator:</i> Shown above under Rental Housing Preservation & Development (HOME) <i>Start date:</i> 1/1/2009 – <i>Completion date:</i> 12/31/2009.	LMH LocGov					
		121: Multifamily Lending and Investment Subtotal		\$1,327,205	\$0	\$0	\$3,260,874	\$4,588,079
		12: Multifamily Production and Preservation Subtotal		\$1,327,205	\$0	\$0	\$3,260,874	\$4,588,079
		13: Program Development						
		133: Program Development						
133 010	City of Seattle OH	Program Development Staffing (CDBG) (Citywide) Staff and related costs of creating new housing strategies to ensure sufficient supply of affordable housing for households at a wide range of income levels, including lower-wage workers and homeless families and individuals; developing strategies for neighborhood revitalization without displacing vulnerable populations; identifying strategies to protect families from predatory lending; administering programs such as Multifamily Tax Exemption and TDR/Bonus; leveraging City housing funds; writing and updating the housing element of the Consolidated Plan; preparing reports required for regulatory compliance; and coordinating outreach to stakeholders on potential policy changes and new housing affordability strategies. <i>Performance indicator:</i> NA <i>Start date:</i> 1/1/2009 – <i>Completion date:</i> 12/31/2009.	20 205 LMC LocGov	\$46,774				\$46,774
		133: Program Development Subtotal		\$46,774	\$0	\$0	\$0	\$46,774
		13: Program Development Subtotal		\$46,774	\$0	\$0	\$0	\$46,774
		14: Administration & Management						
		142: Management Support Services						
142 010	City of Seattle OH	HOME Administration (HOME) (700 5 th Avenue, 57 th Floor)	21A 206				\$414,265	\$414,265

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		Activity	HUD Matrix codes	CDBG	ESG	HOPWA	HOME	2009 Total
		Fund City costs of implementing the HOME program. <i>Performance indicator: N/A</i> <i>Start date: 1/1/2009 – Completion date: 12/31/2009.</i>	[LMH] LocGov					
		142: Management Support Services Subtotal		\$0	\$0	\$0	\$414,265	\$414,265
		14: Administration & Management Subtotal		\$0	\$0	\$0	\$414,265	\$414,265
		1: Office of Housing Subtotal		\$3,044,876	\$0	\$0	\$5,086,706	\$8,131,582

		2: Human Services Department						
		21: Leadership & Management Services						
		212: Planning						
212 010	City of Seattle HSD	Human Services Planning (700 Fifth Avenue, #5800: Citywide) Staff will develop and evaluate City human service strategies, goals, policies, and programs for low- and moderate-income households, including those of people who are homeless or who have special needs. Staff will also be responsible for development of the Consolidated Plan and annual updates and other CDBG-related planning tasks. <i>Performance indicator: N/A.</i> <i>Start date: 1/1/2009 — Completion date: 12/31/2009.</i>	20 205 LMC LocGov	\$56,126				\$56,126
		212: Planning Subtotal		\$56,126	\$0	\$0	\$0	\$56,126
		215: Grants & Budget Administration [H55]						
215 010	City of Seattle HSD	Block Grant Administration (Office: 700 Fifth Avenue, #5800) Provide administration and technical assistance to City departments and community-based organizations so they can implement CDBG and other HUD grant funds and programs in an efficient, accountable, and responsive manner. <i>Performance indicator: N/A.</i> <i>Start date: 1/1/2009 — Completion date: 12/31/2009.</i>	21A 206 LMC LocGov	\$1,100,745				\$1,100,745
		215: Grants & Budget Administration Subtotal		\$1,100,745	\$0	\$0	\$0	\$1,100,745
		21: Leadership & Corporate Services Subtotal		\$1,156,871	\$0	\$0	\$0	\$1,156,871

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		Activity	HUD Matrix codes	CDBG	ESG	HOPWA	HOME	2009 Total
	Institute	Provide toilets, showers, washers, dryers, temporary storage, and waiting areas to homeless adults. Project is also funded with 2005 ESG carry forward of \$43,626, for total budget of \$108,035 <i>Performance indicator:</i> 3,200 persons who are homeless. <i>Start date:</i> 1/1/2009 — <i>Completion date:</i> 12/31/2009.	[LMC] SubPriv					
242 16	Salvation Army	Catherine Booth House (Restricted Address) Provide confidential temporary shelter to women and children victims of domestic violence. Services include shelter, crisis intervention, and supportive counseling. <i>Performance indicator:</i> 234 persons at risk of homelessness. <i>Start date:</i> 1/1/2009 — <i>Completion date:</i> 12/31/2009.	26 05G 201(e) [LMC] SubPriv		\$7,758			\$7,758
242 17	New Beginnings	New Beginnings Shelter For Battered Women (Restricted address) Provide shelter, crisis intervention, counseling, support and referral services to women and children who are victims of domestic violence. The eliminated CDBG will be replaced in 2005 by other City funding; there will be no net decrease to the contract. <i>Performance indicator:</i> 200 persons at risk of homelessness. <i>Start date:</i> 1/1/2009 — <i>Completion date:</i> 12/31/2009.	05G 201(e) LMC SubPriv		\$8,247			\$8,247
242 120	YWCA of Seattle- King County	Angeline's Day and Hygiene Center (2024 - 3 rd Avenue 98121) Provide a day center for chronically homeless low-income women. Services include hygiene, laundry, and supportive services. <i>Performance indicator:</i> 1,450 persons who are homeless. <i>Start date:</i> 1/1/2009 — <i>Completion date:</i> 12/31/2009.	03T 201(e) LMC SubPriv	\$397,993				\$397,993
242 180	City of Seattle HSD	Emergency Shelter Grant Program Administration (Office: 618 2nd Avenue) Emergency Shelter Grant Program Administration <i>Performance indicator:</i> 1 organization. <i>Start date:</i> 1/1/2009 — <i>Completion date:</i> 12/31/2009.	26 21A 206 [LMC] LocGov		\$26,210			\$26,210
242 210	Archdiocesan Housing Authority	Aloha Inn (1911 Aurora Avenue N, 98109) Transitional housing and support services for formerly homeless men and women. <i>Performance Indicator:</i> 33 individuals will remain housed for 6 months	03T 201(e) LMC SubPriv	\$165,181				\$165,181

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		Activity	HUD Matrix codes	CDBG	ESG	HOPWA	HOME	2009 Total
		<i>Start date: 1/1/2009 – Completion date: 12/31/2009</i>						
242 220	Archdiocesan Housing Authority	Noel House (2301 Second Avenue, 98121) Emergency shelter and transitional services for homeless women. <i>Performance Indicator:</i> 58 individuals placed in permanent or LT transitional housing <i>Start date: 1/1/2009 – Completion date: 12/31/2009</i>	03T 201(e) LMC SubPriv	\$433,910				\$433,910
242 230	Archdiocesan Housing Authority	St. Martin de Porres (1561 Alaskan Way S, 98134) Emergency shelter and transitional services for homeless individuals <i>Performance indicator:</i> 37 individuals placed in permanent or LT transitional housing <i>Start date: 1/1/2009 – Completion date: 12/31/2009</i>	03T 201(e) LMC SubPriv	\$299,217				\$299,217
242 240	Downtown Emergency Services Center	Main Shelter Program (517 3rd Ave, 98104) Provide emergency shelter and supportive transitional services for homeless adult persons. <i>Performance indicator:</i> 70 individuals placed in permanent or LT transitional housing <i>Start date: 1/1/2009 – Completion date: 12/31/2009</i>	03T 201(e) LMC SubPriv	\$641,946	\$355,060			\$997,006
242 250	Family Services	Transitional Assistance Provide transitional assistance to move people from homelessness into housing. <i>Performance indicator:</i> 128 households placed into shelter, 64 of those exit to permanent or LT transitional housing <i>Start date: 1/1/2009 – Completion date: 12/31/2009</i>	03T 201(e) LMC SubPriv	\$266,498				\$266,498
242 260	Solid Ground	Broadview Emergency Shelter and Transitional Housing (restricted address) Provide temporary emergency shelter and transitional housing to homeless single women and single women with children. Services include shelter, crisis intervention, counseling, and supportive counseling <i>Emergency-\$232,115; Performance indicator:</i> 53 families placed into shelter, 37 of those exit to permanent or LT transitional housing <i>Transitional--\$209,072; Performance indicator:</i> 31 families placed into LT transitional housing, 21 of those exit to permanent housing	03T 201(e) LMC SubPriv	\$441,187				\$441,187

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		Activity	HUD Matrix codes	CDBG	ESG	HOPWA	HOME	2009 Total
		<i>Start date: 1/1/2009 – Completion date: 12/31/2009</i>						
242 270	Solid Ground	Family Shelter (Citywide) Provide emergency shelter, counseling and extended stay shelter to homeless families, with support services to help transition out of homelessness <i>Performance indicator: 59 families placed into enhanced shelter, 36 of those exit to stable housing</i> <i>Start date: 1/1/2009 – Completion date: 12/31/2009</i>	03T 201(e) LMC SubPriv	\$144,895				\$144,895
242 280	YWCA Seattle – King County	Angeline’s Enhanced Shelter Program (2024 - 3 rd Avenue 98121) Enhanced shelter and supportive services to help transition individuals out of homelessness <i>Performance indicator: 27 individuals placed in permanent or long-term transitional housing</i> <i>Start date: 1/1/2009 – Completion date: 12/31/2009</i>	03T 201(e) LMC SubPriv	\$96,616				\$96,616
242 290	YWCA Seattle – King County	Downtown Emergency Shelter (1118 5th Avenue, 98101) Provide emergency shelter and counseling services for homeless women and children in crisis. <i>Performance indicator: 18 households and an additional 65 single persons placed in permanent or long-term transitional housing</i> <i>Start date: 1/1/2009 – Completion date: 12/31/2009</i>	03T 201(e) LMC SubPriv	\$214,659				\$214,659
242 300	YWCA Seattle – King County	Seattle Emergency Housing (2820 E. Cherry, 98122) Provide emergency shelter for 2- and 1-parent homeless families; also provide supportive services. <i>Performance indicator: 100 families placed into enhanced shelter, 80 families exit to permanent or long-term transitional housing</i> <i>Start date: 1/1/2009 – Completion date: 12/31/2009</i>	03T 201(e) LMC SubPriv	\$448,200				\$448,200
		242: Emergency & Transitional Services Subtotal		\$3,625,495	\$510,307	\$0	\$0	\$4,135,802
		243: Tenant Stabilization						
243 010	Family Services	Resident Choices (citywide) Eviction Prevention: provide intervention and supportive services to maintain the housing of low income tenants who are at high risk of eviction or other cause of imminent housing loss.	28 03T 201(e) LMC SubPriv	\$297,876				\$297,876

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		Activity	HUD Matrix codes	CDBG	ESG	HOPWA	HOME	2009 Total
		<i>Performance Indicator:</i> 210 households. <i>Start Date:</i> 1/1/2009 – <i>Completion Date:</i> 12/31/2009						
243 020	Plymouth Housing Group	Housing Stability Program (citywide) Eviction Prevention: Agency provides in-house intervention and supportive services to its tenants who are at high risk of eviction. <i>Performance Indicator:</i> 140 households. <i>Start Date:</i> 1/1/2009 – <i>Completion Date:</i> 12/31/2009	03T 201(e) LMC SubPriv	\$121,713				\$121,713
243 030	YWCA	Project Self-Sufficiency (citywide) Housing Stability: provides eviction intervention, supportive services, and placement in Transitional housing units pending permanent housing placement primarily for single women of color with dependents who are homeless or subject to imminent eviction. <i>Performance Indicator:</i> 90 households. <i>Start Date:</i> 1/1/2009 – <i>Completion Date:</i> 12/31/2009	03T 201(e) LMC SubPriv	\$110,648				\$110,648
243 040	Compass Center	Housing Stability Program (citywide) Eviction Prevention: provide intervention and supportive services to maintain the housing of extremely low income formerly homeless tenants who are subject to eviction action or other cause of imminent housing loss. <i>Performance Indicator:</i> 142 individuals. <i>Start Date:</i> 1/1/2009 – <i>Completion Date:</i> 12/31/2009	03T 201(e) LMC SubPriv	\$40,346				\$40,346
243 050	Catholic Community Services	Legal Action Center (citywide) Eviction Prevention: provide legal representation and litigation services to low income tenants who are the subjects of wrongful landlord eviction actions. <i>Performance Indicator:</i> 135 households. <i>Start Date:</i> 1/1/2009 – <i>Completion Date:</i> 12/31/2009	03T 201(e) LMC SubPriv	\$110,648				\$110,648
243 060	tbd	HOPWA RFP An RFP process will be used to allocate the 2008 HOPWA funds. The RFP will occur in 2008.	28 03T 201(e) [LMC] LocGov			\$1,663,000		\$1,663,000
243 070	Salvation Army	Rent Stabilization Program (Citywide)	03T 201(e)	\$109,987			\$205,947	\$315,934

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		Activity	HUD Matrix codes	CDBG	ESG	HOPWA	HOME	2009 Total
		Provide rental assistance with case management services to low-income households who are transitioning out of homelessness or at-risk of eviction. <i>Performance indicator:</i> 100 households (general). <i>Start date:</i> 1/1/2009 — <i>Completion date:</i> 12/31/2009.	LMC SubPriv					
		243: Tenant Stabilization Subtotal		\$791,218	\$0	\$1,663,000	\$205,947	\$2,660,165
		24: Community Services Subtotal		\$4,630,713	\$510,307	\$1,663,000	\$205,947	\$7,009,967
		2: Human Services Department Subtotal		\$5,787,584	\$542,360	\$1,663,000	\$205,947	\$8,198,891

		4: Office of Economic Development						
		42: Neighborhood and Community Development						
		421: Community Development						
421 010	Impact Capital, et. al.	Community Development Neighborhood and Business District Revitalization - Projects - (Citywide) The city will fund community development corporations in partnership with Impact Capital to revitalize targeted business districts serving low-income neighborhoods. Forgivable loans may also be provided to community development corporations for retail, commercial, and/or mixed-use development projects. OED staff will provide assistance in identifying loan opportunities and evaluating loan proposals. (See also planning: 20) <i>Performance indicators:</i> Up to six organizations. <i>Start date:</i> 1/1/2009 — <i>Completion date:</i> 12/31/2009.	18B 203(b) LMA CBDO	\$230,000				\$230,000
421 020		Community Development –Neighborhood and Business District Revitalization – Planning and Technical Assistance - (Citywide) The city will fund community development corporations in partnership with Impact Capital to revitalize targeted business districts serving low-income neighborhoods. Technical assistance to support the revitalization strategies will also be coordinated and provided by Impact Capital. (See also Program Delivery: 18B) <i>Performance indicators:</i> Up to six organizations. <i>Start date:</i> 1/1/2009 — <i>Completion date:</i> 12/31/2009.	20 205	\$428,675				\$428,675
421 050	Rainier Valley CDF & City of	Rainier Valley Community Development Fund (L/M)	18A 203(b)	\$4,330,000				\$4,330,000

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		Activity	HUD Matrix codes	CDBG	ESG	HOPWA	HOME	2009 Total
	Seattle	<p>Provide loans and/or payments to promote business and real estate development and job creation in the Rainier Valley. Business development activities will encourage small business formation, strengthen existing businesses in the Rainier Valley, promote job creation, and supplement mitigation available to businesses affected by light rail construction along Martin Luther King, Jr. Way. Real estate development activities will involve both new construction and the rehabilitation of existing building stock for the purpose of stimulating economic activity, increasing the inventory of commercial spaces for Rainier Valley businesses, and promoting affordable housing for Rainier Valley residents.</p> <p><i>Performance Indicator: CDP: 5 loans approved Start date: 1/1/2009 – Completion date: 12/31/2009</i></p>	LMA					
		421: Community Development Subtotal		\$4,988,675	\$0	\$0	\$0	\$4,988,675
422 010	National Development Council	<p>422: Community Development Loans</p> <p>National Development Council Float Loan Origination (N/A)</p> <p>Handle marketing and outreach for the CDBG Float Loan and Section 108 Loan programs, and provide technical assistance to prospective borrowers <i>Performance indicator: 1 loan</i> <i>Start date: 1/1/2009 – Completion date: 12/31/2009</i></p>	18A 203(b) LMJ	\$15,000				\$15,000
		422: Community Development Loans Subtotal		\$15,000				\$15,000
		42: Neighborhood and Community Development Subtotal		\$5,003,675				\$5,003,675
		4: Office of Economic Development Subtotal		\$5,003,675				\$5,003,675
		FUND TOTALS		\$13,836,135	\$542,360	\$1,663,000	\$5,292,653	\$21,334,148

4.3.3 Leveraging

Based on current funding levels, the 2009–2012 Consolidated Plan anticipates the receipt and use of approximately \$72 million of federal funds in the four Consolidated Plan funding programs over the course of the four years. In spite of recent reductions in allocation amounts from the federal government, especially in the flexible CDBG program, the City of Seattle’s intent for these funds remains to help support the achievement of the City’s housing, human services, and community development goals.

- **The City of Seattle contributes \$68 million annually to health and human services.** CDBG, HOME, HOPWA and ESG funds play a critical role in the City’s strategies to address the needs of no- to moderate-income people in our community. However, one should view these funds in the context of the major investments made by the City to create a “safety net” for those in need. For example, as of 2008, our City contributed nearly \$68 million annually to health and human services through its General Fund and the Families and Education Levy.²
- **Since 1982, Seattle voters have supported over \$242 million in voter-approved levies for low-income housing.** In addition, Seattle voters have approved for 16 consecutive years over \$242 million in local Housing Levy funds to provide affordable housing opportunities for low-income Seattle residents. Seattle’s Office of Housing estimates that every \$1 in CDBG funds leverages \$3.21 in other state and local capital funds invested in affordable rental housing development.
- **The City’s investment has leveraged over \$110 million for development projects.** Similarly, lending from CDBG Section 108, Float Loan and Equity Fund provides necessary gap financing to stimulate private housing, commercial and mixed-use development. Oftentimes, projects are not feasible in certain areas of Seattle without this public sector involvement. From 2001 to 2007, the City invested \$37,487,134 in catalytic projects that resulted in 728 new residential units and 255,803 square feet of commercial space. The City’s investment leveraged over \$110,000,000 in private funding in these projects.

Other federal, state, and local resources will be used to help achieve these goals as well. Some of these other sources are utilized directly by the City and others are used by community-based non-profit organizations in conjunction with City CDBG, HOPWA, ESG, or HOME funds. Significant other sources include:

- McKinney Homeless Services program
- State and federal funds for rent certificates and vouchers
- Tax exempt lending and equity programs (e.g. New Markets Tax Credits program)
- State Housing Trust Fund
- State Community Services Facilities Loan Program
- City of Seattle General Fund

² Human Services Department, *Strategic Investment Plan*, May 6, 2008, page 6.
Section _ - Four Year Strategic Plan

- City of Seattle Housing Levy.

The use of private resources such as debt financing, equity, private fundraising, expertise, materials, donations, land and buildings, is an essential element of Seattle's development of affordable housing and public (community) facilities. Major sources of private investment are:

- United Way (which increasingly supports service costs connected to emergency housing and homeless services)
- Impact Capital (which supports interim financing, predevelopment financing, and tax credit projects)
- Local philanthropic foundations (which make both operating and capital grants for housing development and public service operation)
- Local banks (owner equity, match, labor, and expertise)

Leveraged resources include thousands of hours of citizens' time spent planning and revising policy documents governing Seattle's activities and assisting in evaluating and improving programs and services implemented to achieve the Consolidated Plan goals.

4.4 Anti-Poverty Strategy

HUD 24 CFR § 91.215(j) requires a “concise summary of the jurisdiction’s goals, programs and policies for reducing the number of poverty-level families and how the jurisdiction’s goals, programs and policies for producing and preserving affordable housing, set forth in the housing component of the Consolidated Plan, will be coordinated with other programs and services for which the jurisdiction is responsible and the extent to which they will reduce (or assist in reducing) the number of poverty-level families, taking into consideration factors over which the jurisdiction has no control.”

As discussed under the Leveraging topic of this section (see section 4.3.3) the City of Seattle and its partners coordinate a diverse range of programs and services funded through multiple sources to help no- and low-income families. As of 2008, our City contributed nearly \$68 million annually to health and human services through its General Fund and the Families and Education Levy.³ Additionally, Seattle voters have approved for 16 consecutive years over \$242 million in local Housing Levy funds to provide affordable housing opportunities for low-income Seattle residents.

Over the years of the City’s federal CDBG/ESG/HOME/HOPWA administration, and in concert with multiple City departments’ efforts with their community partners, a network of services has evolved to:

1. Assist families and individuals to access resources that may help move them to self-sufficiency;
2. Prevent poverty, through assistance to Seattle’s children and through life-long education efforts; and
3. Alleviate poverty by improving family and individual economic opportunities that lead to sustaining a living wage.

The following is not intended as an exhaustive list, but it demonstrates the breadth and diversity of efforts to assist low- and moderate-income people. The information gives the reader a better context of the initiatives, partnerships, programs, and services that surround the Consolidated Plan’s federal funds. While no one program or service can address all needs for those in poverty, the City of Seattle places high value on timely and useful referrals and efforts that concentrate on preventing those at-risk from becoming entrenched in poverty.

³ Human Services Department, *Strategic Investment Plan*, May 6, 2008, page 6.
Section _ - Four Year Strategic Plan

4.4.1 Assist low-income families and individuals who are struggling to access resources that may help move them to self-sufficiency

- **PeoplePoint: Bridge to Benefits (formerly Help for Working Families)** offers coordinated referral to a range of services which assist low and moderate income people. One call to PeoplePoint may connect eligible callers to energy and utility assistance, child care and preschool options, health insurance programs, food assistance, Seattle Jobs Initiative and the Earned Income Tax Credit campaign operated by United Way of King County. For more information call (206) 684 – 0355 or visit: <http://www.seattle.gov/humanservices/financialassistance/>.
- **Washington 2-1-1 Information Network (Community Information Line)** offers a statewide coordinated referral service for programs that assist in a very diverse range of issues from tenant eviction issues to community based services. For more information call 2-1-1 or the alternate toll free number 1-877-211-WASH (9274), or visit: <http://www.resourcehouse.com/en/wa/cgi-bin/location.asp>.
- **Mayor’s Office for Senior Citizens (MOSC)** offers information, resources and referrals for seniors and adults with disabilities and those who care for them to a wide range of programs sponsored through the City, the State and community partners. The MOSC is administered by the Area Agency on Aging. For more information call 206-684-0500 or visit <http://www.seattle.gov/humanservices/seniorsdisabled/mosc/>.
- **City of Seattle Healthy Communities Initiative** adopted by the City in March 2006, establishes a policy that directs the City of Seattle’s investments and efforts in public health services. The resolution articulates the vision, goals, strategies and policy framework that direct our efforts and investments in public health. Specifically, the City’s vision seeks to eliminate health disparities based on race, income, ethnicity, immigrant/refugee status, gender, sexual orientation, gender identity, health insurance status, neighborhood, or level of education through an array of strategies. For more information and to view the 2006 list of healthcare investments (totaling \$20,394, 859 in City General and Other funds) tied to homeless and other vulnerable pops through the Healthy Communities Initiative, visit: http://www.seattle.gov/humanservices/foodhealth/publichealth/HCI_CityFundedPrograms.pdf.
- **Homeless Families, Children, and Youth Support Services** coordinated by the City of Seattle Offices of Housing and Human Services, and the Seattle Housing Authority, assist homeless families, children and youth in moving to safe, stable housing by leveraging additional support and referral to subsidized affordable housing. See Section 3.3.6 – Needs Assessment – Children and Youth for detail on the range of programs serving homeless and vulnerable populations in Seattle.
- **Food Programs** help supplement low-income families’ food resources, an increasingly critical need during a time in which food prices have risen 8% from 2007 according to

Bureau of Labor Statistics.⁴ Programs include Senior Nutrition, Child Care Nutrition, Summer Sack Lunch, Emergency Meals and Food Banks. For more information visit: <http://www.seattle.gov/humanservices/foodhealth/programs.htm>; <http://www.seattle.gov/humanservices/seniorsdisabled/aginginitiatives.htm> (for senior food programs) and; http://www.seattle.gov/humanservices/children_families/nutrition/summer_food.htm (for summer sack lunches).

- **Utility Assistance programs** combine federal and local resources to offer eligible households discounted rates for electric, heat and water, as well as limited assistance paying utility bills. Access to these programs can be made by contacting PeoplePoint or by visiting: <http://www.seattle.gov/humanservices/financialassistance/utility.htm>.
- **Seattle "Family Centers" and teen parent support programs** are operated by different community agencies which form a network of places where families can go to get connected, grow friendships, and build a sense of community. In 2008, City funding for the centers was almost \$1.4 million. Family Centers are created around the simple idea that when people need help they should be able to get it from people who respect them and understand their culture. The philosophy of family support in Family Centers is built upon [Family Support Principles](#). The primary goal of Family Centers is to promote healthy families and strengthen adults in their roles as parents, nurturers and providers. Family centers increase or improve:
 - Self-determination and resourcefulness
 - Community safety and livability
 - Parent-child relationships
 - Childhood early learning and school success
 - Civic participation

For more information visit:

http://www.seattle.gov/humanservices/children_families/support/family_centers.htm.

4.4.2 Prevent poverty through assistance to Seattle's children and through life-long educational efforts

- **Families and Education Levy** is a key component of the City's strategy to support children. Levy programs include:
 - Early learning – \$4 million annually
Includes money for sending 400 4-year-olds to preschool so they'll enter kindergarten ready to learn

^{4 4} Woolsey, Matt. Forbes.com – Real Estate, "America's Increasingly Unaffordable Cities", http://www.forbes.com/realestate/2008/07/18/inflation-unaffordable-cities-forbeslife-cx_mw_0718realestate.html, last visited 8/11/08.

- Student health – \$3.3 million annually
Keeps kids healthy by supporting school-based health centers and providing school nurses
- Out-of-school time – \$3.1 million annually
Offers after-school academic activities for elementary and middle school students to keep them focused on learning and out of trouble
- Family support and family involvement – \$2.6 million annually
Provide support services to families experiencing difficulties so they can better meet their kids' developmental needs
- High-risk middle- and high-school youth – \$1.3 million annually
Take a coordinated case management approach for high-risk middle- and high-school youth to reduce delinquency and help them develop positive goals

The initial levy was passed in 1990 and renewed in 1997 and again in 2004. It provides \$68 million in funds for services throughout the city. The most recent levy renewal incorporated a sharper focus on preparing children to be ready for school, improving academic achievement, reducing disproportionate performance by race, ethnicity, and income, and helping students complete school. Emphasis is placed on serving students and schools that have traditionally underperformed. For more information visit:

<http://www.seattle.gov/neighborhoods/education/edlevy.htm>

- **Early Childhood Education and Assistance Program (ECEAP)** provides preschool education that helps children from families whose income is below 110% of the federal poverty line to be prepared for school. Funded through the State of Washington's Department of Early Learning and the City of Seattle, ECAEAP offers free, high-quality, culturally and linguistically appropriate preschool services for eligible three- and four-year-olds and their families. The primary goal is to help participating children develop the skills they need to be ready for school and acquire a passion for lifelong learning. Families have access to information, resources, and training that support them in moving towards their individual and family goals. For more information visit:
http://www.seattle.gov/humanservices/children_families/school/preschool.htm
- **City Department of Neighborhood's Office of Education** coordinates with the City Human Services Department - Seattle Youth Employment Project (SYEP) and the Governor's Office of Education Ombudsman to help get children ready for school, succeed academically and graduate from high school. For more information visit:
<http://www.seattle.gov/neighborhoods/education/>
- **Seattle Early Reading First (SERF)** works with early childhood education centers to promote literacy development of preschool children in low-income, high-risk communities. In 2003, Seattle was one of 29 cities nationwide to implement Early Reading First. The federal Department of Education (DOE) grant for 2007 to 2010 is administered by the City's Human Services Department in cooperation with Seattle Public Schools, the Seattle Public Library, and the University of Washington. The program operates in five child care centers throughout Seattle that serve mostly low-income children. For more information contact the HSD SERF Project Manager, ann-margaret.webb@seattle.gov.

- **Project SOAR** promotes the development of healthy children through nurturing home environments, early identification and intervention around developmental issues, high quality child care and out-of-school time activities as part of a collaboration with United Way of King County. The City allocated \$135,000 in 2007 and 2008 to fund SOAR, a merger of the City's Project Lift-Off and United Way's Children's Initiative, to implement and monitor the SOAR action agendas on Early Childhood & School-Readiness and School-Age Children & Youth.
- **Upward Bound** offers educational enhancement and a college preparatory program for low-income high school youth.

4.4.3 **Alleviate poverty by improving family and individual economic opportunities that lead to sustaining a living wage**

- **Child care Assistance** helps eligible low- and moderate-income working families pay for child care for children aged 1 month to 13 years. Families can choose (based on available capacity) from approximately 145 licensed family child care homes and centers in Seattle, which contract with the City to provide high-quality and affordable child care.
- **Seattle Youth Employment** provides job training, placement and educational enhancement to low-income youth. The program increases the number of youth who receive the support needed to complete high school, stay out of the juvenile justice system, and develop the skills and assets necessary to make a positive transition to adulthood. For more information visit:
<http://www.seattle.gov/humanservices/youth/employment.htm>.
- **Annual Youth and Education Job Fair** is the largest youth employment fair in the region. It is sponsored by the Seattle Human Services Department and Seattle Department of Parks & Recreation. In 2008, more than 70 employers and educational institutions hosted information booths covering employment opportunities, postsecondary apprenticeships, trade schools and college options. For more information, visit:
www.seattle.gov/humanservice/youth/.
- **Seattle Jobs Initiative** addresses a critical need of Seattle's low-income individuals by providing job training and support services—including access to housing, child care, transportation and counseling—which together make it possible for people to secure, retain and advance in jobs that pay a living wage. For more information visit:
<http://www.seattlejobsinitiative.com/how/index.html>
- **The Age 55+ Employment Resource Center** helps hundreds of older workers find jobs to support their basic needs each year, and helps local employers find experienced, dedicated and reliable employees. Services are free to both job seekers and employers. For more information visit:
<http://www.seattle.gov/humanservices/seniorsdisabled/mosc/employment.htm> .

- **Seattle Conservation Corps (SCC)**, established in 1986, is a unique Parks & Recreation program that gives back in two ways: it trains formerly troubled people for viable, living-wage jobs; and it provides trained workers for needed work in Seattle parks and for other agencies and employers on a contract basis. The SCC provides homeless adults with opportunities to learn and work in a structured program that gives them with job skills and helps them carry out projects that benefit our citizens and our environment. SCC is a year-round employment program with an annual budget of about \$4 million. Seventy-five percent of program costs are covered by doing work for public sector employers, as well as foundation and private grant fundraising. For more information visit: <http://www.seattle.gov/parks/scc/> .
- **Race & Social Justice Initiative:** The City of Seattle is becoming increasingly diverse. A primary challenge of this diversity is the ongoing struggle to create a community in which all people are valued, regardless of their background. Mayor Nickels' [Race and Social Justice Initiative](#) seeks to reduce disproportionality in economic opportunity, education, civic engagement, and other areas, and to make City services more relevant to Seattle's diverse populations.
- **City's "Unbanked" Initiative** offers help for low-income individuals without access to basic banking services (an ATM card, checking accounts, savings) to build credit and financial assets. Seattle is working with a coalition of municipal governments across the country called Cities for Financial Empowerment (CFE) and the Seattle/King County Asset Building Collaborative to boost economic opportunity for low and moderate-income people. For more information contact: jerry.degriek@seattle.gov.
- **Office of Economic Development** provides low-interest loans for mid-sized and large mixed-use and commercial projects. For-profit, non-profit, and community developers may be eligible. OED funds projects that achieve significant public benefits including:
 - Creation of jobs;
 - Affordable housing that will support neighborhood businesses while helping to preserve a diverse economic base of residents; and
 - Redevelopment of abandoned or underutilized property that will contribute to the revitalization of the City's business districts.

For more information visit:

http://www.seattle.gov/economicdevelopment/financial_realestate.htm

- **Metro Ticketbook Program** provides subsidized bus tickets for low-income and homeless people who need transportation to services, jobs, and child care. In 2008, the City received \$662,500 from King County to distribute to 66 non-profit, community-based organizations selected through a competitive application process. Priority was given to agencies that serve primarily homeless clients. Organizations purchase tickets at 20% of actual cost and then distribute the tickets to clients. For more information, please contact Arlene Oki at 206-684-0106 or arlene.oki@seattle.gov.

- **Prevailing wage requirements** are monitored by the Department of Executive Administration for all City employees working on its construction projects, as well as for any project receiving federal funding. The CDBG Administration office, housed in the Department of Human Services is charged with oversight federal Davis-Bacon Act and related requirements for all CDBG/ESG/HOME/HOPWA projects. Ensuring that fair wages are provided, in combination with training and apprenticeship programs, are another avenue the City pursues to support low- and moderate-income people other than through direct program costs. For more information visit: <http://www.seattle.gov/contract/prevailwage.htm> for City construction projects, see <http://seattle.gov/housing/development/WageRate.htm> for affordable housing projects let through the Office of Housing, or contact Michael.Look@seattle.gov for CDBG projects.

4.4.4 Coordinate anti-poverty strategy services with affordable housing programs

Excessive rent burdens and low vacancy rates have gravely affected low-income Seattle households. Housing assistance programs identified in this Consolidated Plan help individuals and families stabilize housing and focus their attention on attaining a better standard of living. The City's focus will continue to be on multifamily rental units for households with incomes below 30% of median income. Seattle will increase the programs available to assist households to move from subsidized rental units to become homeowners as the next step on the housing continuum.

- **Office of Housing (OH) Notices of Fund Availability (NOFA)** are the primary method of alerting the public and housing developers when funding is available for the acquisition, rehabilitation, or construction of subsidized affordable housing. Periodic bid processes are used to allocate multifamily rental projects, homebuyer assistance, and supported housing targeted to vulnerable and homeless populations. The requirements of successful award of any of these bid processes includes consistency with the policy and priorities laid out in the Consolidated Plan, adherence to all applicable local, state and federal laws, and project feasibility.

In fact, applicants using the City's online NOFA site are linked directly to the Consolidated Plan from the OH website. Many of the partnerships involved in housing development project link non-profit housing development expertise with social services delivery expertise contributed by experienced community providers.

In addition, the supportive housing for homeless populations NOFA itself is coordinated among six public and private funders (City of Seattle, King County, United Way, Seattle and King County Housing Authorities, and ARCH, A Regional Coalition for Housing) in one application process. For more information on the Housing Levy and Office of Housing NOFA process visit: <http://seattle.gov/housing/development/default.htm>

- **Weatherization and Minor Home Repair programs** assist low-income homeowners, particularly seniors, with home rehabilitation loans and minor repairs in an effort to keep them in their homes. For more information on homebuyer assistance and weatherization programs visit: <http://seattle.gov/housing/HomeWise/default.htm>.
- **Downpayment Assistance and Homebuyer Counseling** both focus on obtaining and keeping low- and moderate-income people in homes. Services are provided primarily through community based partners. For more information visit: <http://seattle.gov/housing/buying/programs.htm>.
- **Predatory Lending education** is offered in light of the recent crisis in foreclosure and the common complaint of unfair practices experienced by low-income households and particularly people of color. For more information visit: <http://www.seattle.gov/housing/predatorylending/default.htm> and see Appendix D on Impediments to Affordable Housing.
- **Preservation of existing affordable housing** is critical to addressing affordable housing needs in Seattle. Many of the strategies described in the Housing Market chapter of the Consolidated Plan specifically relate to preservation. Key preservation strategies include programs that provide funding for projects with expiring regulatory agreements and deferred maintenance needs, and active monitoring of the Office of Housing’s portfolio of City-funded affordable housing units to ensure their long-term physical and financial viability. For more information on incentives for preservation of affordable housing visit: <http://www.seattle.gov/housing/incentives/default.htm> .