

Section 3- 2010 Strategic Plan Update

The 2009-2012 Consolidated Plan adopted three HUD prescribed goals and addressed Seattle’s needs with the corresponding strategies contained in the Four Year Strategic Matrix (see below).

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

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

The City 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.

I. Seattle's Affordable Housing Strategies

Introduction

“We all want Seattle to be a wonderful and desirable place to live, work and raise a family, and that starts by creating opportunities for people of all income levels to find decent and affordable housing. Seattle is dedicated to achieving that goal by assisting first-time homebuyers; low-income, often elderly or disabled homeowners straining to afford necessary life/safety repairs in their homes; low- and moderate-wage workers struggling to find affordable housing in the city where they work; and those with no home at all. Further, the city believes that affordable housing can be environmentally friendly.” Seattle Mayor Greg Nickels

Unfortunately, families and individuals looking for affordable housing in Seattle are facing tough challenges:

- Local wages are not keeping pace with Seattle's housing prices
- 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
- 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. Critically important are strategies designed to support the Ten-Year Plan to End Homelessness. The following summarizes A) the three important community planning efforts that guide Seattle's work on housing issues, B) City of Seattle funding expected to be available in 2010 to implement key affordable housing strategies, and C) City program activities that address various income segments. This summary is followed by a matrix outline of housing strategies and revisions to the housing strategies listed in the Plan.

Note: The City's current Housing Levy began in 2002 and expires at the end of 2009. This levy provided \$86 million to create affordable housing, assist first-time homebuyers, and provide for emergency rental assistance to prevent homelessness. A new seven year housing levy (2010 – 2016) has been placed on the ballot in the November 2009 General Election in the City. Given that the outcome of the election will not be known until after the 2010 Update is submitted to HUD, the strategies and outcomes in this Update do not include any potential funds from this new proposed levy.

A. Community Planning Processes and Documents

Seattle's work on housing issues is guided by 3 major community planning efforts:

1. *Seattle Comprehensive Plan*
2. *Neighborhood Plans*
3. *Ten-Year Plan to End Homelessness*

Seattle Comprehensive Plan – This plan was adopted in response to the State of Washington's Growth Management Act. It includes goals and policies that address many housing issues. In order to meet the city's share of affordable housing needs resulting from expected countywide household growth, the Comprehensive Plan states the City is to plan for:

- at least 20% of expected housing growth to be affordable to households earning up to 50% of median income;
- at least 17% of expected housing growth to be affordable to households earning between 51% and 80% of median income; and
- at least 27% of expected housing growth to be affordable to households earning between 81% and 120% of median income.

The City is to encourage development and preservation of affordable housing citywide. The overall goal is to have at least 25% of the City's housing stock affordable to households with incomes up to 50% of median income, regardless of whether it is publicly assisted or available in the private market.

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, began in 2009. These efforts are expected to help guide housing activities in selected areas during the 2009-2012 timeframe.

Ten-Year Plan to End Homelessness - The Ten-Year Plan is supported by the City, 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 prevention, creation of more housing, and moving people rapidly into housing, building the political will to end homelessness, and measuring the outcomes.

B. Anticipated Funding in 2010

Seattle expects funds to be available from the sources listed below to support the City's affordable housing objectives and strategies in 2010. Funds will be used for the production and preservation of rental housing, rental housing operating and maintenance subsidies, downpayment assistance for first-time buyers, low-income homeowner rehabilitation and

weatherization assistance. Not included in the following list are ARRA housing weatherization funds available to the City via the federal Department of Energy.

Funding amounts are based on the following assumptions:

- **Housing Levy:** As described above, given the timing of the general election, the strategies and outcomes in this Update do not include any potential funds from a new housing levy (2010-2016).
- **Federal CDBG and HOME:** While the federal HOME allocation is expected to remain at 2009 levels, CDBG funds are expected to be greater.
- **CDBG and HOME Loan Repayments:** This amount reflects loan repayments that are estimated to come in during 2010 and be available for new loans.
- **Weatherization:** This is the estimated amount available in 2010 from Federal, State and City sources (not including weatherization funding from ARRA).

Seattle Rental Housing Programs	
Rental Programs Production Estimated for 2010	
<i>70 rental units funded</i>	
<i>370 units weatherized</i>	
Rental Program	Funding Anticipated in 2010
• HOME	\$3,107,394
• CDBG	\$1,704,622
• HOME/CDBG Loan Repayments	\$550,000
• Weatherization	\$2,000,000
Subtotal Rental Funding	\$7,362,016
Seattle Homeownership Housing Programs	
Homeownership Programs Production Estimated for 2010	
<i>20 homebuyers purchase homes</i>	
<i>650 homes get needed minor repairs</i>	
<i>180 homes weatherized</i>	
<i>20 homes rehabilitated</i>	
Homeownership Program	Funding Anticipated in 2010
• HOME Homebuyer Assistance (Source: Consolidated Plan)	\$1,046,567
• CDBG Homebuyer Assistance (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 (Consolidated Plan, Estimate)	\$800,000
• Weatherization (Estimate)	\$1,000,000
Subtotal Homeownership Funding	\$3,606,185
Grand Total Housing Funds Anticipated in 2010	\$10,968,201

C. Seattle Housing Programs and Income Levels Served

The table on the following page shows programs available to assist households at different income levels. As described above, given the timing of the general election, the strategies and outcomes in this Update do not include any potential funds from a new housing levy (2010 – 2016). The table includes programs that provide direct funding to create or preserve housing as well as incentive programs that offer increased development capacity or residential property tax exemptions conditioned on providing or preserving units at below market rate rents or home prices.

Brief description of incentive housing programs:

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. As one condition of exemption, 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 available in 39 target areas (all designated Urban Centers and Villages) in Seattle.

Transferable Development Rights (TDR) Program—The TDR Program is one way that developers of office buildings and hotels can achieve additional density. It helps Seattle achieve a more variable scale of buildings in downtown and South Lake Union neighborhoods 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 and long-term preservation of affordable housing.

Commercial Bonus Program—The Commercial Bonus Program allows additional density for office, hotel, and certain other non-residential developments conditioned upon the provision of affordable housing and childcare. The housing and/or childcare 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 childcare facilities may be made to the City for those purposes. Extra floor area may be achieved through the Commercial Bonus Program in downtown on sites zoned DOC-1, DOC-2, DMC-240, and DMC-340 and in one specific IC-zoned area of South Lake Union.

Residential Bonus Programs—Residential Bonus Programs are affordable housing incentive programs authorized under the State Growth Management Act (RCW 36.70A.540) which allow additional residential floor area and height in developments in exchange for affordable housing. The developer can build the affordable housing units as part of their development or make a per square foot financial contribution to the City to fund affordable housing. Affordable housing units are intended to primarily serve Seattle's modest-wage service workers. Extra floor area may be achieved through the Residential Bonus Programs in downtown on sites zoned DOC-1, DOC-2, DMC-240, DMC-340 and in the Dravus neighborhood on sites zoned SM/D/40-85.

Housing Programs and Income Levels Served

Rental		Homeownership
120% AMI (\$70,800)		<ul style="list-style-type: none"> Seattle Homes Within Reach—Multifamily Property Tax Exemption (2 bedroom units and larger)
100% AMI (\$59,000)		<ul style="list-style-type: none"> Residential Bonus Program Seattle Homes Within Reach—Multifamily Property Tax Exemption (Studio & 1 bedroom units)
90% AMI (\$53,100)	<ul style="list-style-type: none"> Seattle Homes Within Reach—Multifamily Property Tax Exemption (2 bedroom units and larger) 	
80% AMI (\$44,800)	<ul style="list-style-type: none"> HOME/CDBG Rental Preservation & Production HomeWise Weatherization Residential & Commercial Bonus Programs Seattle Homes Within Reach—Multifamily Property Tax Exemption (Studio & 1 bedroom units) 	<ul style="list-style-type: none"> HOME Downpayment Assistance CDBG Homebuyer Education & Counseling HomeWise Homeowner Rehabilitation HomeWise Weatherization Residential Bonus Program
50% AMI (\$29,500)	<ul style="list-style-type: none"> HOME/CDBG Rental Preservation & Production HomeWise Weatherization Transferable Development Rights (TDR) Program Residential & Commercial Bonus Programs 	<ul style="list-style-type: none"> CDBG Senior Services Minor Home Repair Program HomeWise Homeowner Rehabilitation HomeWise Weatherization
30% AMI (\$17,700)	<ul style="list-style-type: none"> HOME/CDBG Rental Preservation & Production HOME Rent Stabilization HomeWise Weatherization Transferable Development Rights (TDR) Program Commercial Bonus Program 	<ul style="list-style-type: none"> CDBG Senior Services Minor Home Repair Program HomeWise Homeowner Rehabilitation HomeWise Weatherization

* Income limits are for 1 person households, based on 2009 HUD median family income.

II. Seattle's Community Development Strategy

The Seattle Office of Economic Development (OED) continues its multi-pronged approach to support community economic development. OED's approach: a) targets high-priority geographic areas in need of public investments and attention; b) continues to invest in projects that will catalyze economic revitalization; and c) simultaneously invests in projects that preserve affordability and ethnic vitality in neighborhoods.

For 2010 the City of Seattle will continue to work with Community Development Corporations (CDCs) as key partners to implement "place-based" commercial corridor revitalization strategies. CDCs also continue to 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.

OED is completing work on a commercial study of the Rainier Valley area of the City, an area that includes the Southeast Neighborhood Revitalization Strategy Area. This study will include data collection and analysis and will develop recommendations on appropriate retail mix, niche and cluster strategies for the area and the identification of implementation strategies.

Key goals of this project include:

- Develop potential cluster or niche opportunities for the MLK Corridor, capitalizing on existing strengths of the business corridor.
- Recommend retail merchandising mix to improve upon existing product offerings.
- Identify opportunities for existing businesses to strengthen their market position through expansion of product offerings to address gaps in retail mix.
- Identify areas of opportunity for recruitment of new goods and services offerings.
- Identify positioning for the MLK Corridor to help identify strengths
- Provide data analysis and "case for" so that the business district and community can better communicate and promote its retail potential to developers, property owners and retailers.
- Clearly define implementation strategies for using the study to improve the competitiveness and vibrancy of the business district.

The results of the retail study may influence changes to the SE Seattle NRSA if the recommendations are approved in 2010. As of this update, the SE Seattle NRSA remains unchanged from the version adopted in the 2009-2012 Consolidated Plan.

In prior years, a part of the strategy for community development and the creation of suitable living environments was the allocation of funds for non-profit social service providers to undertake capital improvements to their existing facilities or to acquire new facilities. In recent years, with declining CDBG resources, other strategies and programs funded with CDBG, such as affordable housing, the Ten-Year Plan to End Homelessness, and the Southeast Neighborhood

Revitalization Strategy, were deemed higher priorities. In 2008 the City endorsed a 2010 budget that eliminated all funding for this program. This update reflects this budget decision by eliminating the funding of community facilities as a Consolidated Plan strategy for 2010, 2011, and 2012. This is reflected in the Strategic Plan Matrix below.

III. Seattle's Homelessness Response Strategy

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*. 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 began when faith-based community members initiated a series of dialogues on the homelessness crisis. In 2002, the Church 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.
- **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

- **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.
- **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). Successful implementation of this automated coordinated data management system resulted in the first King County wide profile of publicly funded emergency shelter and transitional housing programs, available on-line at <http://www.seattle.gov/humanservices/emergencyservices/safeharbors.htm>

Strategic Plan – Four Year Priorities Matrix

The following updated 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. 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. The matrix, along with the Annual Allocation Plan (Section 4), serves as the "roadmap" for the City of Seattle's federal grant funded activities and targeted objectives over the life of the 2009-2012 Consolidated Plan.

Yearly updates to the Consolidated Plan refine the objectives, performance indicators, and funding priorities based on changes in the grant environment, evaluation and evolution of program strategies given the prior year's experience and emerging opportunities to leverage new initiatives such as ARRA funds.

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. Underlined text indicates changes proposed by this 2010 Update.

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

- 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. <u>2010 UPDATE: This activity is eliminated in 2010-2012 due to a reprioritization of funds approved by the City Council in the City's 2010 budget, endorsed in November 2008.</u>	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. <u>2010 UPDATE: This activity is eliminated in 2010-2012 due to a reprioritization of funds approved by the City Council in the City's 2010 budget, endorsed in November 2008.</u>				
	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			

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	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
	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	

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			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 for Housing Levy. <u>2010 Update: clarify and limit activities to those relevant to the 2002 – 2009 Levy.</u>	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
	2.3		5	<u>2010 Update: New Strategy: Promote transit-oriented development through the creation of affordable housing accessible to public transportation, particularly in locations within a half mile of light rail and bus rapid transit stations.</u>		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 and RVCDF 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	2	Retain and grow the diversity of small businesses owned by and				

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
		and RVCDF Work Programs		serving the diverse population of the neighborhood	X	X	X	X
OED	1.2	OED CDC and RVCDF Work Programs	3	Attract a wider variety of businesses, jobs, good, services and housing to meet the needs of neighborhood residents	X	X	X	X
				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	Develop a task force comprising diverse community stakeholders and organizations to identify and implement key economic development activities such as coordinated neighborhood marketing, business attraction and retention and streetscape improvements. <u>(Note: this description provides more detail than that stated in original ConPlan Strategy)</u>	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
OED	1.4	OED CDC Work Programs	7	Coordinate street and park improvements with community priorities	X	X	X	X
				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 new and retain existing businesses				X
	1.1	OED CDC Work Programs	10	Complete pedestrian and streetscape improvements as prioritized by neighborhood-based non-profit community development organizations consistent with community priorities			X	X
	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	Invest resources in homelessness prevention programs that provide rental or mortgage assistance, and/or move-in assistance, linked with case management, and housing stability services to individuals and families who are homeless or at-risk of homelessness. <u>(Note: this description provides more detail than that stated in original ConPlan Strategy)</u>	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

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)						
			B.	MOVE HOMELESS PEOPLE RAPIDLY INTO HOUSING				
	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
	2.2	HSD SIP	2	Assist homeless individuals, families, youth and young adults with financial assistance and/or supportive services designed to move them rapidly to permanent housing and to maintain continued stability in housing (<u>Note: 2010 Update adds “financial assistance” to strategy description.</u>)	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	

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 & 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 implement programs and services	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
	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				
OH & SHA	2.2		1	Increase the supply of affordable housing linked with supportive services for homeless and special needs	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
				residents				
OH	2.2		2	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
HSD	2.2		3	Provide supportive services in permanent affordable housing projects to allow persons who are chronically homeless or formerly chronically homeless to achieve and sustain housing	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,H SD & SHA	2.2		6	Provide rental assistance in concert with supportive services to families and individuals to help maintain their housing stability (<i>see B. 5 above</i>)	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 & 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.	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 Bonus Programs)	X	X	X	X
	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 affordable rental housing (private and public housing units) for families and individuals with	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
				low-incomes throughout the city				
OH & SHA	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
OH			7	<u>2010 Update: New Strategy: Preserve and revitalize existing affordable rental housing through the renewal of affordability restrictions and recapitalization of buildings to extend useful life.</u>		X	X	X
SHA			8	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			9	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		10	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

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
	2.2		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
	2.3		4	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				INCREASE ECONOMIC DEVELOPMENT OPPORTUNITIES FOR SMALL AND MINORITY OWNED BUSINESSES IN DISTRESSED NEIGHBORHOODS (by target area)				
			A.	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

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				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
	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