https://seattlesocialhousing.org/

PRA Requests - https://seattlesocialhousing.org/public-records-request/

Seattle Social Housing Developer

October 15, 2026 Board Meeting Agenda

(regular meetings 3rd Thursday every month)

Date/Time: Thursday, October 15, 5:30 - 7:30pm **Meeting Location:** Seattle City Hall, rm L280 | **Online option:** https://seattle.webex.com/seattle/j.php?MTID=mbd809efc732765889405b07136c499c1		
5:30pm (5min)	**Call to Order** Role Call ● One word check-in ● Review & Approve Agenda *Items for Approval:* ● Today's Agenda ● September Board Meeting Minutes ● September Financial Report ● Revised 2026 Budget and 2027 Budget Adoption ● Renovation Habitability, and Upgrade Policy Resolution 2026-22 ● Wave Feasibility Vote Land Resolution 2026-23 ● Ethics Committee Charter	ChrisTiana ObeySumner, (Chair)
5:35 pm (15 min)	**Public Comment**	ChrisTiana ObeySumner, (Chair)
5:50 (40 min)	**Real Estate Transactions Executive Session** Pursuant to RCW42.30.110 section 1.b "to consider the selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price."	Barnard Troyer, SSHD Housing Developer
6:30 pm (20 mins)	**Wave Feasibility Vote for Land Acquisition**	Bernard Troyer, SSHD Housing

https://seattlesocialhousing.org/

PRA Requests - https://seattlesocialhousing.org/public-records-request/

Date/Time: Thursday, October 15, 5:30 - 7:30pm
Meeting Location: Seattle City Hall, rm L280 |
Online option:
https://seattle.webex.com/seattle/j.php?MTID=mbd809efc732765889405b07136c499c1

		Developer
6:50 (5 min)	**Break**	ChrisTiana ObeySumner, (Chair)
6:55 (15 min)	**Financial Report** • September Financials, Budget vs Actuals • Agency + Elara Financials, Budget vs Actuals • The Finance Committee reviewed and recommended approval of the September Financials	Bulent Ozdemir, SSHD CFO
7:10 (20 min)	**2027 Budget Discussion & Adoption**	Bulent Ozdemir, SSHD CFO
7:30 (5 min)	**LLC Discussion**	Bulent Ozdemir, SSHD CFO
7:35 (15 min)	**Renovation, Habitability, and Upgrade Policy** Resolution 2026-22 • The Resident Governance Committee reviewed and recommended approval of the Renovation, Habitability, and Upgrade Policy	Tiffani McCoy, Interim CEO
7:50 (5 min)	**Committee Charter Updates** • Ethics Committee Charter Approval	Ryan Driscoll, Board/Committee Liaison
7:55 pm	**Adjourn**	ChrisTiana ObeySumner, (Chair)

https://seattlesocialhousing.org/

PRA Requests - https://seattlesocialhousing.org/public-records-request/

September 17, 2026 Board Meeting Minutes

Date/Time: Thursday **September 17th, 5:30 - 7:30pm**
Meeting Location: Seattle City Hall, RM L280
Online option:
https://seattle.webex.com/seattle/j.php?MTID=mbd809efc732765889405b07136c499c1

5:30pm	**Call to Order** The regular meeting of the Seattle Social Housing Developer Board of Directors was called to order by Board Chair ChrisTiana ObeySumner at 5:30 pm. Roll Call: *Roll Call included one-word check-in from board members* Board Members Present: • Ryan Driscoll • Leah Salerno • ChrisTiana ObeySumner • Joshua Nadel • Tom Barnard • Karen Estevenin • Thomas Geffner • Carl Nelson • Nina Olivier • Becca Book • Olivia Butkowski • Josh Seller Park Absent: Kaileah Baldwin (excused) A quorum was established SSHD Staff or Affiliated Personnel Present: • Tiffani McCoy • Jenéa Jackson • Ginger Segel • Bulent Ozdemir • Lilly Fowler • Abesha Shiferaw • Cameron Mason	ChrisTiana ObeySumner (Chair)

5:34	Becca moved to approve the September 17th agenda. Josh N. seconded 12 yes, 0 no, 0 abstain Motion passes.	
5:35	Carl moved to approve the August 20th meeting minutes. Ryan seconded. 12 yes, 0 no, 0 abstain Motion passes.	
5:35	The Chair called for public testimony. No public comments are offered.	ChrisTiana ObeySunmer, (Chair)
5:37 6:05 6:06 6:08 6:18	**CEO Hiring Committee Update** The Chair announced that the Board was entering Executive Session pursuant to RCW 42.30.110(1)(i) "*To discuss with legal counsel representing the agency matters relating to agency enforcement actions*" **The Chair announced that the Executive Session would last 20 minutes, and the Board would return to the open meeting at 6:05pm.** **The Chair announced that the session is back to open session, and that there was a suggestion to extend and re-enter the executive session.** **Ryan moved to extend the Executive Session by 10 minutes and to return at 6:18.** **Carl seconded.** 12 yeses, 0 no, 0 abstain **Motion passed.** **The Board announced that the Executive Session was extended and that the Board would re-enter Executive session for 10 minutes and return to open session at 6:18** **Chair called meeting back to open session.**	Andrew Lewis, SSHD Legal Counsel BJ Davis & Sarah Dunn, CEO Search Consultants

6:19 6:23	**CEO Hiring Committee Update** Thomas Geffner provided updates regarding the CEO Hiring process. In coordination with the CEO search firm ZRG, the Hiring Committee is working on the position profile and leadership values and attributes. Thomas opened the floor for feedback and input from the Board. Thomas G. moved to ratify the CEO Search Timeline to have ZRG lead the position description. Leah seconded. 12 yeses, 0 no, 0 abstain Motion passed	Thomas Geffner, Chair of CEO Hiring Committee
6:24 6:45	**Discussion of Potential Land Site** The Chair announced that the Board was entering into Executive Session pursuant to RCW 42.30.110(1)(b) "*to consider the selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price.*" **The Chair announced that the Executive Session would last 20 minutes, and the Board would return to the open meeting at 6:45pm.** The Chair called the meeting back to open session.	Cameron Mason, SSHD Housing Developer
6:46	**Break** The Chair announced a 5-minute break from 6:46 - 6:52pm. Becca arrived back from break at 6:57. No quorum was affected.	ChrisTiana ObeySumner (Chair)
6:54	**Development Pipeline Budget Review** Ginger Segel, SSHD CREDO, presented on the SSHD Development Pipeline Budget projections. Ginger provided an overview of sites under evaluation, noting that sites move in and out of the pipeline. Ginger explained that site analysis varied across City Council Districts and shared the current projected plans for site	Ginger Segel, SSHD CREDO

	purchases. Ginger then opened the floor for feedback and input.	
7:01 7:09	Finance Report • Bulent Ozdemir, SSHD CFO, provided updates regarding SSHD Elara at the Market property financials including August income statement, balance sheet, profit and loss, and combined Agency and Elara income statement. Bulent opened the floor discussions and answered Board questions as they arose. • The Board reviewed the SSHD Agency August statements of income and expenses which compared budgeted expenditures to actual expenditures for the entire agency. The Board also reviewed the balance sheets for August 2026. • Josh N. noted that the Finance Committee has recommended the approval of the August 2026 financials. Josh N. moved to approve the August 2026 financial statements. Ryan seconded. 12 yes, 0 no, 0 abstain Motion passes. August 2026 financials are approved.	Bulent Ozdemir, SSHD CFO
7:10	**2026 Revised Budget & 2027 Budget** Bulent Ozdemir, SSHD CFO, presented the revised 2026 Budget and the proposed 2027 Budget. Presentation included key Agency assumptions regarding personnel, compensation analysis, tax revenue forecast, projected bond issuance contingent on the board's approval, land and new construction plans, existing assets (Elara), and projected acquisitions. Bulent opened the floor for board discussion and debate and provided responses as needed.	Bulent Ozdemir, SSHD CFO
7:44	**Prepaid Expense Policy** Resolution 2026-19	Bulent Ozdemir, SSHD CFO

	Bulent Ozdemir, SSHD CFO, presented on the proposed Prepaid Expense Policy. The purpose of this policy is to create a process for consistent recognition, measurement, amortization, and reporting of prepaid expenses. This process simplifies accounting operations. Bulent opened the floor for board feedback and input and provided responses as needed. Josh N. moved to approve the Prepaid Expense Policy Resolution 2026-19. Becca Seconded. 12 yes. 0 no. 0 abstain Motion passes. Resolution 2026-19 is adopted.	
7:48 7:52	**Revenue Recognition Policy** Resolution 2026-20 Bulent Ozdemir, SSHD CFO, presented on the proposed Revenue Recognition Policy. This policy establishes how SSHD recognizes revenues in its financial statements. Bulent opened the floor for board feedback and input and provided responses as needed. Josh N. moved to approve the **Revenue Recognition Policy** Resolution 2026-20. Becca Seconded. 12 yes. 0 no. 0 abstain Motion passes. Resolution 2026-20 is adopted.	Bulent Ozdemir, SSHD CFO
7:53 8:02	**Committee Charter Updates** Ryan Driscoll presented the proposed Ethics Committee Charter explaining the purpose of this committee, the membership, terms, and meeting cadence. Ryan opened the space for final Board input and feedback. Chair motioned to the time and extending the meeting by 15 minutes. **Carl moved to extend the meeting to 8:20** **Becca seconded.**	Ryan Driscoll, Board Liaison

8:07	12 yeses, 0 no, 0 abstain Ryan moved to approve the assignment of Nina Olivier to the membership of the Board Development and Resident Governance Committees Leah seconded. 12 yeses, 0 no, 0 abstain Motion passed.	
8:07 8:09	**Updated Procurement Procedures Policy** Resolution 2026-21 Ginger Segel, SSHD CREDO, presented on the updated procurement procedures policy. The Board previously approved the Procurement policy earlier in the year, adopted from the Seattle Housing Authority (SHA), however SHA updated the policy in July. The request is to approve the updated July SHA Procurement Procedures Policy. Becca moved to approve the updated Procurement Procedures Policy Resolution 2026-21. Josh P. Seconded. 11 yes. 0 no. 1 abstain (Josh N.) Motion passes. Resolution 2026-21 is adopted.	Ginger Segel, SSHD CREDO
8:11pm	**Adjourned** The Chair provided final announcements. Tiffani McCoy, Interim CEO, provided a quick overview of the policies that will be brought to the Board for approval through the end of the year. With all business on the agenda concluded, the Board Chair adjourned the meeting at 8:11 pm.	ChrisTiana ObeySumner (Chair)

SSHD - Elara

Actual vs Budget Income Statement

(values in USD)

	June 2026			July 2026			August 2026			September 2026			YTD Thru September 2026		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Rental Income	164,123	129,741	34,382	300,878	298,217	2,661	295,782	297,032	(1,251)	306,037	295,848	10,190	1,066,821	1,020,838	45,982
Other Income	19,705	22,383	(2,678)	46,128	51,652	(5,524)	45,177	51,651	(6,474)	34,677	51,650	(16,973)	145,686	177,335	(31,649)
Total Revenue	**183,828**	**152,124**	**31,704**	**347,007**	**349,869**	**(2,862)**	**340,959**	**348,683**	**(7,725)**	**340,714**	**347,498**	**(6,784)**	**1,212,507**	**1,198,174**	**14,333**
Utilities	57,574	15,136	42,438	22,907	34,930	(12,023)	33,664	34,930	(1,266)	24,712	34,930	(10,218)	138,857	119,925	18,931
Repairs, Maintenance, Grounds, La	8,516	10,306	(1,790)	6,401	26,550	(20,149)	7,667	16,500	(8,833)	8,468	24,250	(15,782)	31,052	77,606	(46,554)
Payroll	13,940	20,674	(6,734)	46,537	40,100	6,437	45,225	40,100	5,126	37,856	47,710	(9,854)	143,558	148,584	(5,025)
Property Management Fees	4,333	4,550	(217)	10,000	10,500	(500)	10,000	10,500	(500)	10,000	10,500	(500)	34,333	36,050	(1,717)
Other Expenses	9,372	24,391	(15,020)	27,483	54,348	(26,864)	86,538	54,198	32,340	76,856	52,188	24,669	200,249	185,125	15,124
Total Expenses	**93,735**	**75,058**	**18,677**	**113,327**	**166,427**	**(53,100)**	**183,094**	**156,227**	**26,867**	**157,892**	**169,577**	**(11,685)**	**548,049**	**567,290**	**(19,241)**
Net Operating Income (NOI)	**90,093**	**77,066**	**13,027**	**233,679**	**183,442**	**50,238**	**157,865**	**192,456**	**(34,591)**	**182,822**	**177,920**	**4,901**	**664,458**	**630,884**	**33,575**
Depreciation & Amortization	-	-	-	120,773	-	120,773	121,085	-	121,085	120,929	-	120,929	362,786	-	362,786
Net Income	**90,093**	**77,066**	**13,027**	**112,907**	**183,442**	**(70,535)**	**36,780**	**192,456**	**(155,676)**	**61,893**	**177,920**	**(116,027)**	**301,673**	**630,884**	**(329,211)**
													-	-	

Balance Sheet

	6/30/2026	7/31/2026	8/31/2026	9/30/2026
Assets	**Actual**	**Actual**	**Actual**	**Actual**
Bank Accounts	82,631	344,852	572,784	736,012
Accounts Receivable	39,014	85,305	77,665	78,997
Prepaid Expenses	-	139,011	126,374	526,139
Land	14,608,108	14,608,108	14,608,108	14,608,108
Building	46,335,187	46,376,644	46,436,545	46,436,545
Furniture & Fixtures	41,456	-	-	-
Accumulated Depreciation	-	(120,773)	(241,857)	(362,786)
Total Assets	**61,106,397**	**61,433,146**	**61,579,619**	**62,023,016**
Liabilities & Equity				
Accounts Payable	12,091	807	17,081	698
Accrued Liabilities	39,947	92,951	126,778	102,624
Tenant Security Deposits	69,940	69,940	69,240	70,440
Other Liabilities	9,628	36,100	20,030	13,194
Equity	60,884,698	61,030,348	61,106,710	61,534,387
Retained Earnings	90,093	203,000	239,780	301,673
Total Liabilities & Equity	**61,106,397**	**61,433,146**	**61,579,619**	**62,023,016**

SSHD - Agency

Actual vs Budget Income Statement

(values in USD)

	Q1 2026			Q2 2026			July 2026			August 2026			September 2026			YTD Thru September 2026		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Estimated Tax Revenue	12,500,000	-	12,500,000	29,859,060	-	29,859,060	4,166,667	-	4,166,667	45,315,561	10,000,000	35,315,561	14,915,421	-	14,915,421	106,756,709	10,000,000	96,756,709
Interest Income	314,594	4,444	310,150	1,095,568	237,476	858,092	311,087	215,924	95,163	332,170	337,602	(5,432)	370,148	347,641	22,507	2,423,567	1,143,087	1,280,480
Total Revenue	**12,814,594**	**4,444**	**12,810,150**	**30,954,628**	**237,476**	**30,717,152**	**4,477,754**	**215,924**	**4,261,830**	**45,647,731**	**10,337,602**	**35,310,129**	**15,285,569**	**347,641**	**14,937,928**	**109,180,276**	**11,143,087**	**98,037,189**
City of Seattle Administrative Fees	-	-	-	121,148	-	121,148	-	-	-	121,148	-	121,148	-	-	-	242,296	-	242,296
Payroll	228,081	283,334	(55,253)	430,783	395,001	35,782	184,215	156,667	27,548	169,887	156,667	13,220	192,092	165,000	27,092	1,205,057	1,156,669	48,388
Payroll Taxes and Benefits	57,368	99,167	(41,799)	92,600	138,249	(45,649)	46,541	54,833	(8,292)	41,593	54,833	(13,240)	71,779	57,750	14,029	309,881	404,832	(94,951)
Board Stipends	15,800	29,400	(13,600)	19,200	22,650	(3,450)	5,400	7,550	(2,150)	5,400	7,550	(2,150)	10,800	7,550	3,250	56,600	74,700	(18,100)
Prof Services - Legal	174,157	75,000	99,157	126,782	75,000	51,782	75,294	25,000	50,294	50,506	25,000	25,506	26,043	25,000	1,043	452,781	225,000	227,781
Prof Services - Finance	8,448	45,000	(36,552)	58,432	15,000	43,432	19,339	5,000	14,339	21,140	5,000	16,140	-	5,000	(5,000)	107,360	75,000	32,360
Prof Services - HR	-	-	-	20,850	-	20,850	15,450	-	15,450	21,250	-	21,250	16,284	-	16,284	73,834	-	73,834
Prof Services - IT	-	12,000	(12,000)	4,079	12,000	(7,921)	2,789	4,000	(1,211)	3,491	4,000	(509)	2,503	4,000	(1,497)	12,863	36,000	(23,137)
Prof Services - Other	232,134	405,001	(172,867)	270,254	140,001	130,253	50,627	111,667	(61,040)	46,419	41,667	4,752	106,800	41,667	65,133	706,233	740,003	(33,770)
Rent	7,380	9,500	(2,120)	22,560	10,500	12,060	7,520	3,500	4,020	7,520	3,500	4,020	7,520	3,500	4,020	52,500	30,500	22,000
Insurance	4,346	3,000	1,346	9,897	-	9,897	1,000	-	1,000	2,000	-	2,000	1,000	-	1,000	18,243	3,000	15,243
Travel	1,364	1,875	(511)	2,882	1,875	1,007	5,802	625	5,177	2,096	625	1,471	658	625	33	12,802	5,625	7,177
Admin Other	35,191	52,005	(16,814)	61,379	25,505	35,874	(14,984)	28,502	(43,486)	15,547	8,502	7,046	19,393	8,502	10,891	116,526	123,015	(6,489)
Interest Expense	10,332	17,005	(6,673)	-	275,000	(275,000)	-	273,063	(273,063)	-	271,120	(271,120)	-	269,172	(269,172)	10,332	1,105,360	(1,095,028)
Total Expenses	**774,600**	**1,032,287**	**(257,687)**	**1,240,846**	**1,110,781**	**130,065**	**398,994**	**670,407**	**(271,413)**	**507,997**	**578,464**	**(70,467)**	**454,872**	**587,766**	**(132,894)**	**3,377,308**	**3,979,704**	**(602,396)**
Net Income	**12,039,994**	**(1,027,843)**	**13,067,837**	**29,713,782**	**(873,305)**	**30,587,087**	**4,078,760**	**(454,483)**	**4,533,243**	**45,139,735**	**9,759,138**	**35,380,596**	**14,830,697**	**(240,125)**	**15,070,822**	**105,802,967**	**7,163,383**	**98,639,585**
													-	-		-	-	

Balance Sheet

	3/31/2026	6/30/2026	7/31/2026	8/31/2026	9/30/2026
Assets	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**
Bank Accounts	131,907,297	100,781,404	100,222,218	132,069,953	131,594,206
Due from Other Governments	12,500,000	12,500,000	16,666,667	29,830,843	44,746,264
Property Acquisition Asset	-	-	284,000	329,479	366,390
Prepaid Expenses	34,916	78,079	70,319	34,361	9,378
Pension Asset	35,693	35,693	35,693	35,693	35,693
Credit Card Deposit	30,000	-	-	-	-
Total Assets	**144,507,906**	**113,395,176**	**117,278,896**	**162,300,328**	**176,751,932**
Liabilities & Equity					
Accounts Payable	198,001	127,633	123,698	152,776	160,357
City of Seattle Administrative Fees	-	-	-	-	-
Accrued Payroll and Related	83,365	211,919	172,463	95,446	136,448
Equity	144,226,540	113,055,623	116,982,735	162,052,106	176,455,127
Total Liabilities & Equity	**144,507,906**	**113,395,176**	**117,278,896**	**162,300,328**	**176,751,932**

SSHD - Agency + Elara

Actual vs Budget Income Statement

(values in USD)

	Q1 2026			Q2 2026			July 2026			August 2026			September 2026			YTD Thru September 2026		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Agency Revenues	12,814,594	4,444	12,810,150	30,954,628	237,476	30,717,152	4,477,754	215,924	4,261,830	45,647,731	10,337,602	35,310,129	15,285,569	347,641	14,937,928	109,180,276	11,143,087	98,037,189
Elara Revenues				183,828	152,124	31,704	347,007	349,869	(2,862)	340,959	348,683	(7,725)	340,714	347,498	(6,784)	1,212,507	1,198,174	14,333
Total Revenue	**12,814,594**	**4,444**	**12,810,150**	**31,138,456**	**389,600**	**30,748,856**	**4,824,760**	**565,793**	**4,258,967**	**45,988,690**	**10,686,285**	**35,302,405**	**15,626,283**	**695,139**	**14,931,144**	**110,392,783**	**12,341,261**	**98,051,522**
Agency Expenses	774,600	1,032,287	(257,687)	1,240,846	1,110,781	130,065	398,994	670,407	(271,413)	507,997	578,464	(70,467)	454,872	587,766	(132,894)	3,377,308	3,979,704	(602,396)
Elara Expenses				93,735	75,057.84	18,677	113,327	166,427.39	(53,100)	183,094	156,227	26,867	157,892	169,577	(11,685)	548,049	567,290	(19,241)
Total Expenses	**774,600**	**1,032,287**	**(257,687)**	**1,334,581**	**1,185,839**	**148,742**	**512,321**	**836,834**	**(324,513)**	**691,091**	**734,691**	**(43,600)**	**612,764**	**757,343**	**(144,579)**	**3,925,357**	**4,546,994**	**(621,637)**
Agency Net Income	12,039,994	(1,027,843)	13,067,837	29,713,782	(873,305)	30,587,087	4,078,760	(454,483)	4,533,243	45,139,735	9,759,138	35,380,596	14,830,697	(240,125)	15,070,822	105,802,967	7,163,383	98,639,585
Elara Net Income	-	-	-	90,093	77,066	13,027	112,907	183,442	(70,535)	36,780	192,456	(155,676)	61,893	177,920	(116,027)	301,673	630,884	(329,211)
Total	**12,039,994**	**(1,027,843)**	**13,067,837**	**29,803,875**	**(796,239)**	**30,600,114**	**4,191,667**	**(271,041)**	**4,462,708**	**45,176,515**	**9,951,594**	**35,224,921**	**14,892,590**	**(62,204)**	**14,954,795**	**106,104,640**	**7,794,267**	**98,310,374**
Memo: Elara NOI				*90,093*	*77,066*	*13,027*	*233,679*	*183,442*	*50,238*	*157,865*	*192,456*	*(34,591)*	*182,822*	*177,920*	*4,901*	*664,458*	*630,884*	*33,575*

Balance Sheet

	3/31/2026		6/30/2026			7/31/2026			8/31/2026			9/30/2026		
Assets	**Total**		**Agency**	**Elara**	**Total**	**Agency**	**Elara**	**Total**	**Agency**	**Elara**	**Total**	**Agency**	**Elara**	**Total**
Bank Accounts	131,907,297		100,781,404	82,631	100,864,036	100,222,218	344,852	100,567,069	132,069,953	572,784	132,642,737	131,594,206	736,012	132,330,219
Due from Other Governments	12,500,000		12,500,000		12,500,000	16,666,667		16,666,667	29,830,843		29,830,843	44,746,264		44,746,264
Accounts Receivable				39,014	39,014		85,305	85,305		77,665	77,665		78,997	78,997
Property Acquisition Asset	-		-		-	284,000		284,000	329,479		329,479	366,390		366,390
Land, Building, Furniture & Fixtures				60,984,752	60,984,752		60,863,979	60,863,979		60,802,796	60,802,796		60,681,868	60,681,868
Prepaid Expenses	34,916		78,079	-	78,079	70,319	139,011	209,330	34,361	126,374	160,735	9,378	526,139	535,517
Pension Asset	35,693		35,693		35,693	35,693		35,693	35,693		35,693	35,693		35,693
Credit Card Deposit	30,000		-		-	-		-	-		-	-		-
Total Assets	**144,507,906**		**113,395,176**	**61,106,397**	**174,501,573**	**117,278,896**	**61,433,146**	**178,712,042**	**162,300,328**	**61,579,619**	**223,879,947**	**176,751,932**	**62,023,016**	**238,774,947**
Liabilities & Equity														
Accounts Payable	198,001		127,633	12,091	139,724	123,698	807	124,505	152,776	17,081	169,857	160,357	698	161,055
Accrued Payroll and Related	83,365		211,919		211,919	172,463		172,463	95,446		95,446	136,448		136,448
Tenant Security Deposits	-			69,940	69,940		69,940	69,940		69,240	69,240		70,440	70,440
Other Liabilities	-			49,575	49,575		129,051	129,051		146,808	146,808		115,818	115,818
Equity	144,226,540		113,055,623	60,974,791	174,030,414	116,982,735	61,233,348	178,216,083	162,052,106	61,346,490	223,398,596	176,455,127	61,836,060	238,291,186
Total Liabilities & Equity	**144,507,906**		**113,395,176**	**61,106,397**	**174,501,573**	**117,278,896**	**61,433,146**	**178,712,042**	**162,300,328**	**61,579,619**	**223,879,947**	**176,751,932**	**62,023,016**	**238,774,947**

Seattle
Social Housing
Developer

Seattle Social Housing Developer

2026 Revised Budget &

2027 Budget

October 15, 2026 Board Meeting

Changes vs. September Budget
Consolidated Income Statement

2026 Actual + Forecast Net Income

($000)	Sept.	Oct.	Change	Comments
Total Revenues	144,444	144,444	-	
City of Seattle Admin Fees	485	485	-	
Payroll Costs	2,448	2,448	-	
Property Operating Expenses	1,151	1,151	-	
Professional Fees (bond issuance)	-	-	-	
All other expenses (Agency)	2,415	2,428	**12.5**	Additional training budget
Depreciation & Amortization	726	726	-	
Interest Expense	-	-	-	
Net Income	**137,219**	**137,206**	**(12.5)**	

2027 Budget Net Income

($000)	Sept.	Oct.	Change	Comments
Total Revenues	158,597	158,597	-	
City of Seattle Admin Fees	499	499	-	
Payroll Costs	6,919	6,919	-	
Property Operating Expenses	9,737	8,601	**(1,137)**	Remove Elara HVAC project as it will be capitalized
Professional Fees (bond issuance)	2,175	2,175	-	
All other expenses (Agency)	1,499	1,535	**36.0**	Additional training budget
Depreciation & Amortization	9,472	9,496	**24.5**	Capitalize Elara HVAC project. $245k total spend
Interest Expense	13,150	13,150	-	
Net Income	**115,146**	**116,222**	**1,076.0**	

Seattle Social Housing Developer

Updated September Budget Detail

The following slides are the **September board presentation, updated for the October changes** shown on the previous slide.

Seattle Social Housing Developer

2026 Revised Budget and 2027 Budget

Prepared in light of SSHD's mandate and increased funding provided by the social housing tax: **grow publicly owned housing stock · increase housing supply through land purchases and construction starts · provide resident-centered operations**

Key Assumptions

AGENCY

- Headcount grows from 13 today to 23 by year end 2026 and 37 by year end 2027; 9 of the 37 roles are for resident engagement and governance. Year end 2026 is an aggressive assumption.
- Each budgeted role will be re-validated against business need and timing before recruiting begins — budget inclusion is not an automatic hire.
- Compensation analysis underway; expecting payroll costs to increase from $2.4m in 2026 to $6.9m in 2027 due to increasing headcount.
- Tax revenue budget per City of Seattle forecast: $77m in Q3+Q4 2026 ($139m full-year 2026, including $3m of 2025 taxes) and $137m in 2027.
- Subsequent to Board approval, issue a $270m 30-year fixed-rate bond at 5.33%, proceeds in Feb 2027, backed by tax revenues. Size, rate and timing may change with the revised funding needs outlook and market conditions.

LAND AND NEW CONSTRUCTION

- One land closing by year end 2026 and five more by year end 2027.
- Construction starts at three sites in Q4 2027, delivering 295 units mostly in mid-2029.

ELARA

- Roughly half of units leased to under 80% AMI residents by year end 2027; ~$0.8m of revenue reduction vs. market rates.
- Building Governance Coordinator and Restorative Justice position costs allocated to Elara from Agency starting in 2027.

ACQUISITIONS

- One acquisition in 2026 and three in 2027; 1,020 units owned by year end 2027, including Elara.

Seattle Social Housing Developer

Consolidated (Agency + New Acquisitions + Land and New Construction + Elara)

Summary Income Statement	Actual	Revised Budget				Actual + Forecast	Budget												Budget
($ values in thousands)	Jan–Aug 26 Actual	Sep-26	Oct-26	Nov-26	Dec-26	CY 2026	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	CY 2027
Tax Revenues	$91,841	$14,915	$10,708	$10,708	$10,708	$138,881	$7,966	$7,966	$7,966	$12,331	$12,331	$12,331	$15,526	$15,526	$15,526	$9,707	$9,707	$9,707	$136,590
Rental and Other Income	$872	$347	$355	$347	$341	$2,262	$703	$700	$695	$1,444	$1,437	$1,429	$1,871	$1,864	$1,859	$1,854	$1,852	$1,851	$17,557
Interest Income	$2,053	$291	$330	$330	$296	$3,300	$235	$540	$683	$485	$473	$353	$231	$223	$264	$306	$301	$354	$4,449
Total Revenues	**$94,766**	**$15,553**	**$11,393**	**$11,385**	**$11,346**	**$144,444**	**$8,904**	**$9,207**	**$9,345**	**$14,259**	**$14,241**	**$14,113**	**$17,627**	**$17,612**	**$17,648**	**$11,867**	**$11,860**	**$11,912**	**$158,597**
City of Seattle Administrative Fees	$242	-	-	$121	$121	$485	-	-	-	-	$125	-	-	$125	-	-	$125	$125	$499
Payroll Costs	$1,251	$242	$271	$300	$383	$2,448	$440	$495	$521	$584	$593	$606	$606	$606	$602	$621	$621	$621	$6,919
Property Operating Expenses	$390	$192	$204	$178	$188	$1,151	$378	$335	$322	$770	$687	$688	$915	$897	$891	$935	$889	$893	$8,601
Professional Fees (Bond issuance)	-	-	-	-	-	-	-	$2,175	-	-	-	-	-	-	-	-	-	-	$2,175
All other Expenses (Agency)	$1,429	$257	$265	$241	$236	$2,428	$152	$142	$153	$126	$124	$169	$101	$100	$143	$109	$94	$121	$1,535
Total Expenses	**$3,313**	**$691**	**$739**	**$840**	**$928**	**$6,511**	**$970**	**$3,147**	**$996**	**$1,481**	**$1,529**	**$1,464**	**$1,623**	**$1,729**	**$1,636**	**$1,665**	**$1,729**	**$1,761**	**$19,729**
Net Operating Income (NOI)	**$91,454**	**$14,862**	**$10,654**	**$10,545**	**$10,418**	**$137,933**	**$7,934**	**$6,060**	**$8,349**	**$12,779**	**$12,712**	**$12,649**	**$16,005**	**$15,884**	**$16,013**	**$10,202**	**$10,131**	**$10,151**	**$138,868**
Depreciation & Amortization	$242	$121	$121	$121	$121	$726	$303	$303	$303	$746	$746	$746	$1,058	$1,058	$1,058	$1,058	$1,058	$1,058	$9,496
Interest Expense	-	-	-	-	-	-	-	$1,199	$1,199	$1,199	$1,199	$1,199	$1,199	$1,191	$1,191	$1,191	$1,191	$1,191	$13,150
Net Income	**$91,212**	**$14,741**	**$10,533**	**$10,424**	**$10,297**	**$137,206**	**$7,631**	**$4,557**	**$6,847**	**$10,833**	**$10,767**	**$10,704**	**$13,747**	**$13,634**	**$13,763**	**$7,953**	**$7,882**	**$7,902**	**$116,222**
Memo: Headcount (FTE), inc. interns	*12*	*14*	*16*	*18*	*23*	*23*	*25*	*29*	*31*	*35*	*37*	*38*	*38*	*38*	*37*	*38*	*38*	*38*	*38*
Memo: # of Units Available for Rent	*150*	*150*	*150*	*150*	*150*	*150*	*350*	*350*	*350*	*770*	*770*	*770*	*1020*	*1020*	*1020*	*1020*	*1020*	*1020*	*1020*

Summary Balance Sheet	Actual	Revised Budget				Budget											
($ values in thousands)	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27
Cash	$132,643	$132,589	$132,535	$132,372	$105,606	$83,124	$348,973	$197,236	$189,939	$187,888	$93,753	$89,429	$87,363	$122,418	$120,489	$118,489	$163,087
Land and Construction in Progress	$14,608	$14,608	$14,608	$14,608	$31,468	$53,918	$54,964	$101,209	$107,754	$108,987	$133,355	$135,088	$136,321	$137,554	$138,787	$140,020	$141,253
Building	$46,437	$46,437	$46,437	$46,437	$101,037	$101,037	$101,037	$233,837	$233,837	$233,837	$326,377	$326,377	$326,377	$326,377	$326,377	$326,377	$326,377
Accumulated Depreciation	($242)	($363)	($484)	($605)	($726)	($1,029)	($1,332)	($1,635)	($2,381)	($3,127)	($3,873)	($4,931)	($5,989)	($7,048)	($8,106)	($9,164)	($10,223)
Other Assets	$30,434	$45,350	$56,058	$66,766	$32,490	$40,456	$48,423	$28,264	$40,594	$52,925	$41,602	$57,128	$72,654	$51,187	$60,894	$70,601	$33,731
Total Assets	**$223,880**	**$238,621**	**$249,154**	**$259,578**	**$269,874**	**$277,506**	**$552,063**	**$558,910**	**$569,743**	**$580,510**	**$591,214**	**$603,090**	**$616,725**	**$630,488**	**$638,441**	**$646,323**	**$654,225**
Liabilities	$481	$481	$481	$481	$481	$481	$481	$481	$481	$481	$481	$481	$481	$481	$481	$481	$481
Bonds Payable	-	-	-	-	-	-	$270,000	$270,000	$270,000	$270,000	$270,000	$268,129	$268,129	$268,129	$268,129	$268,129	$268,129
Equity	$223,399	$238,139	$248,672	$259,096	$269,393	$277,024	$281,582	$288,429	$299,262	$310,029	$320,733	$334,480	$348,114	$361,878	$369,830	$377,713	$385,615
Total Liabilities and Equity	**$223,880**	**$238,621**	**$249,154**	**$259,578**	**$269,874**	**$277,506**	**$552,063**	**$558,910**	**$569,743**	**$580,510**	**$591,214**	**$603,090**	**$616,725**	**$630,488**	**$638,441**	**$646,323**	**$654,225**

Memo: 2027 year-end headcount number of 38 includes one intern. This position is not included in 37 headcount number in previous slide.

Seattle Social Housing Developer

Agency

- Bond-related financials are excluded here — see the Bond slide.
- "All other expenses" increases in 2026 on consultant spend for asset management, compliance and contracts. This line also includes credit for Restorative Justice and Building Governance Coordinator role cost allocations to Elara

- Projected end-2027 structure is on the Organization Chart slides; the budget also carries 3 interns not shown on the org charts but included in the FTE numbers below.
- Change in Other Assets reflects tax receivables from the City of Seattle.

Summary Income Statement	Actual	Revised Budget				Actual + Forecast	Budget											Budget
($ values in thousands)	Jan–Aug 26 Actual	Sep-26	Oct-26	Nov-26	Dec-26	CY 2026	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	CY 2027
Tax Revenues	$91,841	$14,915	$10,708	$10,708	$10,708	$138,881	$7,966	$7,966	$7,966	$12,331	$12,331	$12,331	$15,526	$15,526	$15,526	$9,707	$9,707	$9,707	$136,590
Interest Income	$2,053	$291	$330	$330	$296	$3,300	$235	$540	$683	$485	$473	$353	$231	$223	$264	$306	$301	$354	$4,449
Total Revenues	**$93,895**	**$15,206**	**$11,038**	**$11,038**	**$11,005**	**$142,182**	**$8,202**	**$8,507**	**$8,650**	**$12,816**	**$12,804**	**$12,684**	**$15,756**	**$15,749**	**$15,790**	**$10,013**	**$10,008**	**$10,061**	**$141,039**
City of Seattle Administrative Fees	$242	-	-	$121	$121	$485	-	-	-	-	$125	-	-	$125	-	-	$125	$125	$499
Payroll Costs	$1,251	$242	$271	$300	$383	$2,448	$440	$495	$521	$584	$593	$606	$606	$606	$602	$621	$621	$621	$6,919
All other Expenses (Agency)	$1,429	$257	$265	$241	$236	$2,428	$152	$142	$153	$126	$124	$169	$101	$100	$143	$109	$94	$121	$1,535
Total Expenses	**$2,922**	**$499**	**$536**	**$662**	**$741**	**$5,360**	**$592**	**$637**	**$674**	**$710**	**$843**	**$776**	**$708**	**$831**	**$745**	**$730**	**$840**	**$867**	**$8,953**
Net Income	**$90,972**	**$14,707**	**$10,503**	**$10,376**	**$10,264**	**$136,821**	**$7,610**	**$7,870**	**$7,976**	**$12,105**	**$11,961**	**$11,909**	**$15,049**	**$14,917**	**$15,045**	**$9,283**	**$9,168**	**$9,194**	**$132,087**
Memo: Headcount (FTE)	*12*	*14*	*16*	*18*	*23*	*23*	*25*	*29*	*31*	*35*	*37*	*38*	*38*	*38*	*37*	*38*	*38*	*38*	*38*

Summary Balance Sheet	Actual	Revised Budget				Budget											
($ values in thousands)	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27
Cash	$132,070	$131,861	$131,656	$131,323	$175,864	$175,507	$175,411	$203,546	$203,320	$202,951	$226,428	$225,951	$225,342	$261,854	$261,429	$260,890	$306,954
Other Assets	$30,230	$45,146	$55,854	$66,562	$32,286	$40,252	$48,219	$28,060	$40,390	$52,721	$41,153	$56,678	$72,204	$50,738	$60,445	$70,152	$33,282
Total Assets	**$162,300**	**$177,007**	**$187,510**	**$197,885**	**$208,150**	**$215,759**	**$223,629**	**$231,606**	**$243,711**	**$255,672**	**$267,581**	**$282,630**	**$297,547**	**$312,591**	**$321,874**	**$331,042**	**$340,236**
Liabilities	$248	$248	$248	$248	$248	$248	$248	$248	$248	$248	$248	$248	$248	$248	$248	$248	$248
Equity	$162,052	$176,759	$187,261	$197,637	$207,901	$215,511	$223,381	$231,357	$243,462	$255,424	$267,332	$282,381	$297,298	$312,343	$321,626	$330,794	$339,988
Total Liabilities and Equity	**$162,300**	**$177,007**	**$187,510**	**$197,885**	**$208,150**	**$215,759**	**$223,629**	**$231,606**	**$243,711**	**$255,672**	**$267,581**	**$282,630**	**$297,547**	**$312,591**	**$321,874**	**$331,042**	**$340,236**

Seattle Social Housing Developer

Bond

- Bond issuance is subject to Board approval.
- Issue a $270m 30-year fixed-rate bond backed by tax revenues, at 5.33%.
- Size, rate and timing may change with the revised funding needs outlook and market conditions.

- Bond issuance costs are estimated at $2,175k, including underwriter and bond counsel.
- Annual servicing (principal + interest) is $18m.

Summary Income Statement	Actual	Revised Budget				Actual + Forecast	Budget											Budget
($ values in thousands)	Jan–Aug 26 Actual	Sep-26	Oct-26	Nov-26	Dec-26	CY 2026	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	CY 2027
Professional Fees (Bond issuance)	-	-	-	-	-	-	-	$2,175	-	-	-	-	-	-	-	-	-	-	$2,175
Interest Expense	-	-	-	-	-	-	-	$1,199	$1,199	$1,199	$1,199	$1,199	$1,199	$1,191	$1,191	$1,191	$1,191	$1,191	$13,150
Net Income	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**($3,374)**	**($1,199)**	**($1,199)**	**($1,199)**	**($1,199)**	**($1,199)**	**($1,191)**	**($1,191)**	**($1,191)**	**($1,191)**	**($1,191)**	**($15,325)**

Summary Balance Sheet	Actual	Revised Budget				Budget											
($ values in thousands)	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27
Cash	-	-	-	-	-	-	$266,626	$265,427	$264,227	$263,028	$261,829	$258,758	$257,567	$256,377	$255,186	$253,995	$252,804
Total Assets	**-**	**-**	**-**	**-**	**-**	**-**	**$266,626**	**$265,427**	**$264,227**	**$263,028**	**$261,829**	**$258,758**	**$257,567**	**$256,377**	**$255,186**	**$253,995**	**$252,804**
Bonds Payable	-	-	-	-	-	-	$270,000	$270,000	$270,000	$270,000	$270,000	$268,129	$268,129	$268,129	$268,129	$268,129	$268,129
Equity	-	-	-	-	-	-	($3,374)	($4,574)	($5,773)	($6,972)	($8,171)	($9,371)	($10,561)	($11,752)	($12,943)	($14,134)	($15,325)
Total Liabilities and Equity	**-**	**-**	**-**	**-**	**-**	**-**	**$266,626**	**$265,427**	**$264,227**	**$263,028**	**$261,829**	**$258,758**	**$257,567**	**$256,377**	**$255,186**	**$253,995**	**$252,804**

Seattle Social Housing Developer

Organization Chart - New Departments / Functions

Establish new departments/functions as SSHD takes on new obligations: **operate acquired assets as an owner/landlord · serve residents · meet compliance requirements**

New Departments / Functions included in budget

Policy

Advance legislative policies relating to building codes, compliance, land use, zoning and municipal governance

Community Engagement

Outreach and partnership with external communities to build support for social housing developments.

Resident Engagement & Governance

Build resident leadership, governance, restorative justice, and engagement systems consistent with SSHD's social housing model.

Asset Management

Oversee portfolio performance, property-management partners, capital needs, occupancy, and long-term asset sustainability.

Operations

Build and manage the organizational systems, procedures, staffing, and cross-department coordination needed to support SSHD's growth.

Information Technology

Establish secure, scalable technology, data, and information-management systems that support SSHD's expanding operations.

Human Resources

Develop SSHD's internal human-resources function, including workforce planning, recruitment, onboarding, performance management, training, and employee support.

Compliance

Establish and oversee compliance systems for resident qualification, affordability programs, property operations, and applicable regulatory requirements.

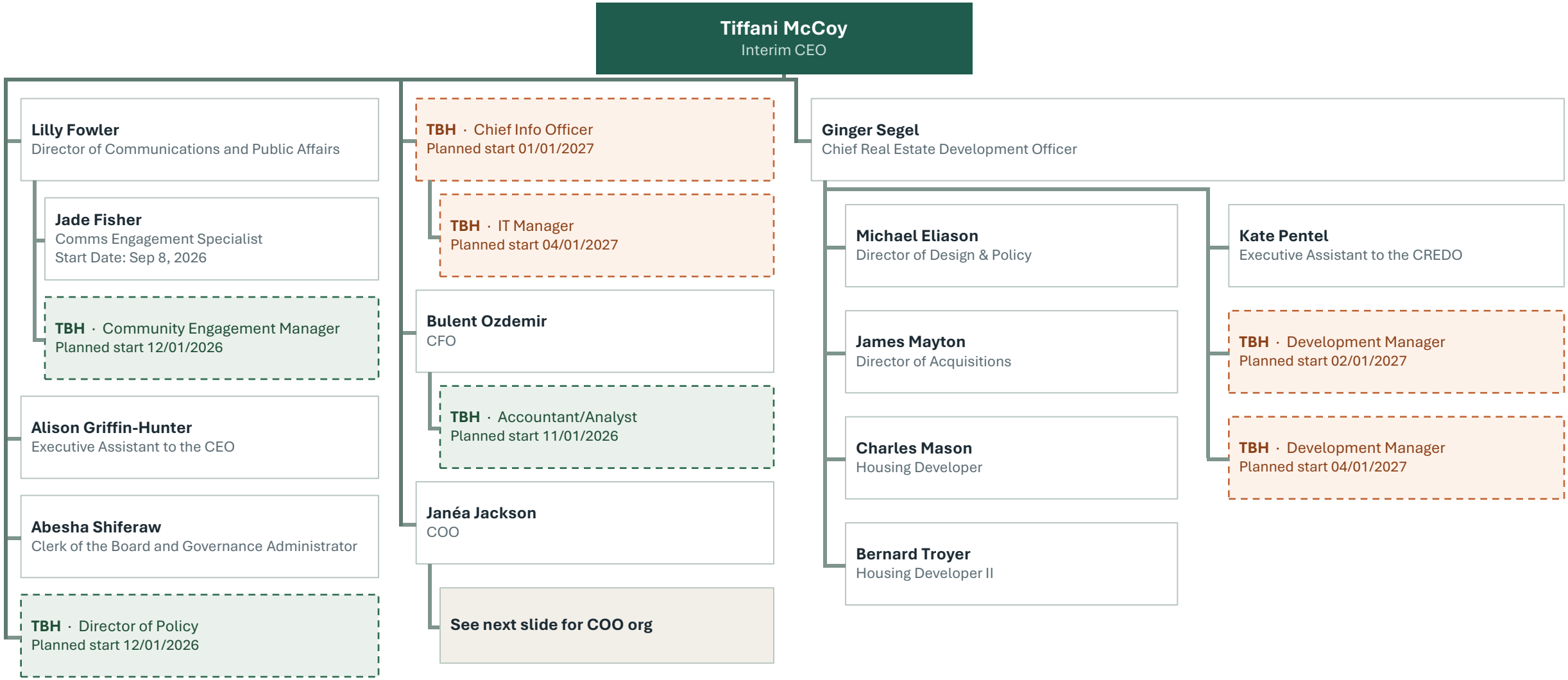
Contract Management

Develop systems for contract administration, vendor performance, deliverable tracking, and accountability across operational and property-related agreements.

Seattle Social Housing Developer

Organization Chart

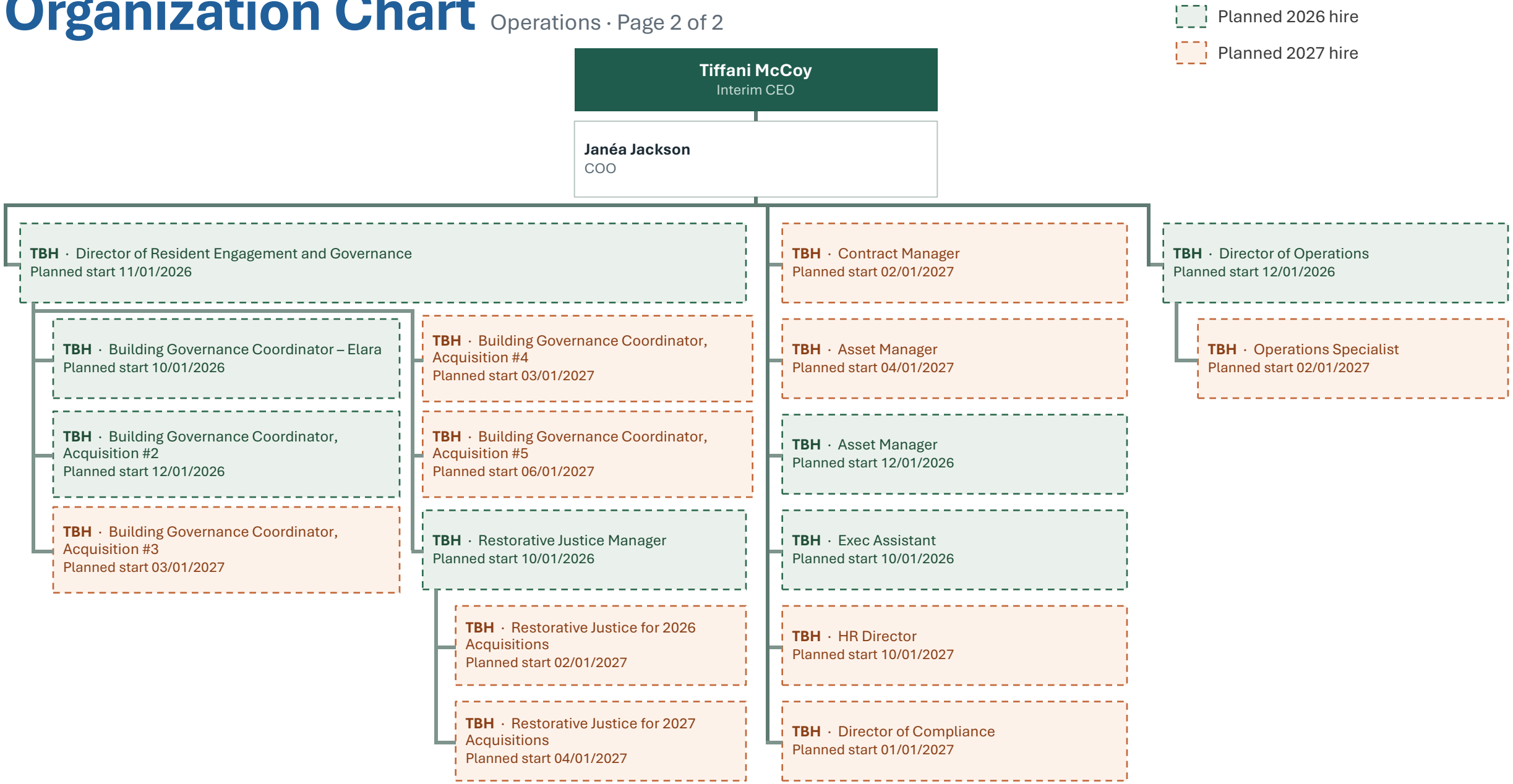
Planned 2026 hire
Planned 2027 hire



Memo: Organization chart does not include summer intern positions.

Organization Chart

Operations · Page 2 of 2



Memo: Organization chart does not include summer intern positions.

New Acquisitions

- Assuming rental income and expenses start one month after close of acquisition (i.e., we close on or close to end of month).
- Assuming $1,800/unit/month revenue and $833/unit/month expense (or $10k/unit/year).

ACQUISITIONS IN THE BUDGET

Units	Timing	Price ($m)	Price / Unit ($k)
200	Dec-26	68.3	341
210	Mar-27	77.3	368
210	Mar-27	88.8	423
250	Jun-27	115.7	463

**Elara Price / Unit was $406k*

Summary Income Statement	Actual	Revised Budget				Actual + Forecast	Budget											Budget
($ values in thousands)	Jan–Aug 26 Actual	Sep-26	Oct-26	Nov-26	Dec-26	CY 2026	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	CY 2027
Rental and Other Income	-	-	-	-	-	-	$360	$360	$360	$1,116	$1,116	$1,116	$1,566	$1,566	$1,566	$1,566	$1,566	$1,566	$13,824
Expenses	-	-	-	-	-	-	$167	$167	$167	$517	$517	$517	$725	$725	$725	$725	$725	$725	$6,400
Net Operating Income (NOI)	**-**	**-**	**-**	**-**	**-**	**-**	**$193**	**$193**	**$193**	**$599**	**$599**	**$599**	**$841**	**$841**	**$841**	**$841**	**$841**	**$841**	**$7,424**
Depreciation & Amortization	-	-	-	-	-	-	$182	$182	$182	$625	$625	$625	$933	$933	$933	$933	$933	$933	$8,019
Net Income	**-**	**-**	**-**	**-**	**-**	**-**	**$11**	**$11**	**$11**	**($25)**	**($25)**	**($25)**	**($92)**	**($92)**	**($92)**	**($92)**	**($92)**	**($92)**	**($595)**
Memo: # of Units Available for Rent	-	-	-	-	-	-	*200*	*200*	*200*	*620*	*620*	*620*	*870*	*870*	*870*	*870*	*870*	*870*	*870*

Summary Balance Sheet	Actual	Revised Budget				Budget											
($ values in thousands)	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27
Cash	-	-	-	-	($68,250)	($68,057)	($67,863)	($233,670)	($233,071)	($232,471)	($347,547)	($346,706)	($345,865)	($345,024)	($344,183)	($343,342)	($342,501)
Land	-	-	-	-	$13,650	$13,650	$13,650	$46,850	$46,850	$46,850	$69,985	$69,985	$69,985	$69,985	$69,985	$69,985	$69,985
Building	-	-	-	-	$54,600	$54,600	$54,600	$187,400	$187,400	$187,400	$279,940	$279,940	$279,940	$279,940	$279,940	$279,940	$279,940
Accumulated Depreciation	-	-	-	-	-	($182)	($364)	($546)	($1,171)	($1,795)	($2,420)	($3,353)	($4,286)	($5,219)	($6,153)	($7,086)	($8,019)
Other Assets	-	-	-	-	-	-	-	-	$0	($0)	-	$0	($0)	-	$0	($0)	$0
Total Assets	**-**	**-**	**-**	**-**	**-**	**$11**	**$23**	**$34**	**$9**	**($17)**	**($42)**	**($134)**	**($226)**	**($318)**	**($411)**	**($503)**	**($595)**
Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Equity	-	-	-	-	-	$11	$23	$34	$9	($17)	($42)	($134)	($226)	($318)	($411)	($503)	($595)
Total Liabilities and Equity	**-**	**-**	**-**	**-**	**-**	**$11**	**$23**	**$34**	**$9**	**($17)**	**($42)**	**($134)**	**($226)**	**($318)**	**($411)**	**($503)**	**($595)**

Seattle Social Housing Developer

Land and New Construction

- No revenues or expenses for new construction — all spend goes to land and construction in progress on the balance sheet.
- Construction on Projects 1, 2 and 3 is budgeted to start in Q4 2027.
- We may spend on a site before closing the land purchase (e.g., earnest money, due diligence, architect, legal).

Land and New Construction Assumptions/Goals:

Project Uses	City Council District	2026	2027
NC Project #1	District 2	$660,000	$16,000,000
NC Project #2	District 3	$1,450,000	$6,000,000
NC Project #3	District 2	$500,000	$6,000,000
NC Project #4	District 6	$250,000	$7,000,000
NC Project #5	District 4	—	$500,000
NC Project #6	District 1	$100,000	$5,250,000
NC Project #7	District 5	$250,000	$12,000,000
NC Project #8	District 3	—	$500,000
NC Project #9	District 7	—	$200,000
Project Costs		**$3,210,000**	**$53,450,000**

Summary Income Statement	Actual	Revised Budget				Actual + Forecast	Budget												Budget
($ values in thousands)	Jan–Aug 26 Actual	Sep-26	Oct-26	Nov-26	Dec-26	CY 2026	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	CY 2027
Rental and Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Income (NOI)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation & Amortization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Summary Balance Sheet	Actual	Revised Budget				Budget											
($ values in thousands)	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27
Cash	-	-	-	-	($3,210)	($25,660)	($26,705)	($39,751)	($46,296)	($47,529)	($48,762)	($50,495)	($51,728)	($52,961)	($54,194)	($55,427)	($56,660)
Land and Construction in Progress	-	-	-	-	$3,210	$25,660	$26,705	$39,751	$46,296	$47,529	$48,762	$50,495	$51,728	$52,961	$54,194	$55,427	$56,660
Building	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accumulated Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Liabilities and Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Seattle Social Housing Developer

Elara

- Assuming 30 new tenants paying reduced rents by year end 2026, rising to 78 by year end 2027.
- $245k HVAC cabling project is capitalized as of June 2027.

- Added security costs of $216k per year / $18k per month starting October 2026.
- Building Governance Coordinator and Restorative Justice costs allocated to Elara from Agency starting in 2027.

Summary Income Statement	Actual	Revised Budget				Actual + Forecast	Budget												Budget
($ values in thousands)	Jan–Aug 26 Actual	Sep-26	Oct-26	Nov-26	Dec-26	CY 2026	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	CY 2027
Rental and Other Income	$872	$347	$355	$347	$341	$2,262	$343	$340	$335	$328	$321	$313	$305	$298	$293	$288	$286	$285	$3,733
Expenses	$390	$192	$204	$178	$188	$1,151	$211	$168	$155	$254	$170	$172	$190	$172	$166	$210	$164	$168	$2,201
Net Operating Income (NOI)	**$482**	**$155**	**$151**	**$169**	**$154**	**$1,111**	**$131**	**$172**	**$180**	**$74**	**$151**	**$141**	**$115**	**$126**	**$127**	**$78**	**$122**	**$116**	**$1,532**
Depreciation & Amortization	$242	$121	$121	$121	$121	$726	$121	$121	$121	$121	$121	$121	$125	$125	$125	$125	$125	$125	$1,478
Net Income	**$240**	**$34**	**$30**	**$48**	**$33**	**$385**	**$10**	**$51**	**$58**	**($47)**	**$30**	**$20**	**($10)**	**$0**	**$2**	**($47)**	**($3)**	**($9)**	**$55**
Memo: # of Units Available for Rent	*150*	*150*	*150*	*150*	*150*	*150*	*150*	*150*	*150*	*150*	*150*	*150*	*150*	*150*	*150*	*150*	*150*	*150*	*150*

Summary Balance Sheet	Actual	Revised Budget				Budget											
($ values in thousands)	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27
Cash	$573	$728	$879	$1,049	$1,202	$1,333	$1,505	$1,685	$1,759	$1,910	$1,806	$1,920	$2,046	$2,173	$2,251	$2,373	$2,490
Land	$14,608	$14,608	$14,608	$14,608	$14,608	$14,608	$14,608	$14,608	$14,608	$14,608	$14,608	$14,608	$14,608	$14,608	$14,608	$14,608	$14,608
Building	$46,437	$46,437	$46,437	$46,437	$46,437	$46,437	$46,437	$46,437	$46,437	$46,437	$46,437	$46,437	$46,437	$46,437	$46,437	$46,437	$46,437
Accumulated Depreciation	($242)	($363)	($484)	($605)	($726)	($847)	($968)	($1,089)	($1,211)	($1,332)	($1,453)	($1,578)	($1,703)	($1,828)	($1,953)	($2,079)	($2,204)
Other Assets	$204	$204	$204	$204	$204	$204	$204	$204	$204	$204	$449	$449	$449	$449	$449	$449	$449
Total Assets	**$61,580**	**$61,614**	**$61,644**	**$61,692**	**$61,725**	**$61,735**	**$61,785**	**$61,844**	**$61,797**	**$61,827**	**$61,847**	**$61,836**	**$61,837**	**$61,839**	**$61,792**	**$61,789**	**$61,780**
Liabilities	$233	$233	$233	$233	$233	$233	$233	$233	$233	$233	$233	$233	$233	$233	$233	$233	$233
Equity	$61,346	$61,381	$61,411	$61,459	$61,492	$61,502	$61,552	$61,611	$61,564	$61,594	$61,614	$61,603	$61,604	$61,605	$61,558	$61,556	$61,547
Total Liabilities and Equity	**$61,580**	**$61,614**	**$61,644**	**$61,692**	**$61,725**	**$61,735**	**$61,785**	**$61,844**	**$61,797**	**$61,827**	**$61,847**	**$61,836**	**$61,837**	**$61,839**	**$61,792**	**$61,789**	**$61,780**

LLC Structure: On Hold

Staff reviewed how placing properties in LLCs would affect SSHD's **real estate excise tax (REET) and property tax exemptions**, and recommends **putting LLC transfers on hold**.

Why we are pausing

SSHD's REET and property tax exemptions depend on who holds title and on each property's tenant income (AMI) mix.

Direct SSHD ownership and LLC ownership qualify under different tests. Moving a property into an LLC could put its exemptions at risk.

Our approach for now

SSHD will continue to own its properties directly.

We are not moving any existing property, including Elara, into an LLC at this time.

Coming back to the Board

New acquisitions: each purchase proposal will include a recommendation on whether to hold that property in an LLC.

Existing properties: staff may request Board approval to move specific assets into separate LLCs in the future for liability and financial risk mitigation.

We are exploring a blanket exemption from REET and property taxes for Social Housing Developers.

Seattle Social Housing Developer

Seattle Social Housing Developer

Resolution 2026-22

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE SEATTLE SOCIAL HOUSING DEVELOPER ADOPTING A POLICY FOR THE ALLOCATION OF ANNUAL BUDGET AND RENOVATION PARTICIPATION OF RESIDENT GOVERNANCE COUNCILS

The Board of Directors ("Board") of the Seattle Social Housing Developer ("SSHD"), in Public Session, does hereby find and declare:

WHEREAS, the SSHD is a public development authority organized and operating pursuant to the laws of the State of Washington; and

WHEREAS, the purpose of the SSHD is to develop, own, lease, and maintain social housing, pursuant to Article II, Section 1 of the SSHD Charter; and

WHEREAS, each social housing development owned and operated by the SSHD shall, from among its eligible residents, form a resident governance council ("RGC"), pursuant to Article VIII, Section 4 of the SSHD Charter; and

WHEREAS, an annual budget shall be allotted to each RGC for common room amenities and social events, pursuant to Article VIII, Section 4, Subsection (d) of the SSHD Charter; and

WHEREAS, one of the responsibilities of RGCs is to participate in the approval of renovation projects, pursuant to Article VIII, Section 4, Subsection (e) of the SSHD Charter; and

WHEREAS, the permanent management of the SSHD is vested in the Board, pursuant to Article VII, Section 1, of the SSHD Charter; and

WHEREAS, the SSHD wishes to adopt policies to carry out the Charter delineated purposes of the RGCs; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Seattle Social Housing Developer as follows:

Section 1. Resident Governance Council Allotted Annual Budget and Renovation Participation Policy Adopted. The Resident Governance Council Allotted Annual Budget and Renovation Policy, attached hereto as Attachment A, is hereby adopted and incorporated into this Resolution by reference.

Section 2. Effective Date. This Resolution is effective immediately upon its adoption.

ADOPTED by the Board of Directors of the Seattle Social Housing Developer at a regular meeting held on October __, 2026.

_____

ChrisTiana ObeySumner, Chair

SSHD Board of Directors

ATTEST:

_____

Olivia Butkowski, Secretary

SSHD Board of Directors

Attachment A

Seattle Social Housing Developer

POLICY DOCUMENT

Policy #: SSHD-____ | Status: ☒ Draft ☐ Active ☐ Retired

1. POLICY TRACKING INFORMATION

Policy Number	Effective Date	Last Reviewed	Next Review Due
SSHD-____	MM/DD/YYYY	—	12 months after effective date
Policy Owner	**Department**	**Approved By**	**Status**
Director of Resident Engagement and Governance	Operations	MM/DD/YYYY	Draft

2. POLICY INFORMATION

Policy Title

Resident Governance Council Allotted Annual Budget and Renovation Participation Policy

Policy Statement

This policy implements Article VIII, Section 4(d) and (e) of the Seattle Social Housing Developer (SSHD) Charter. It establishes that each Resident Governance Council (RGC) determines how its building's Allotted Annual Budget is spent on common room amenities and social events, within the eligibility, safety, accessibility and procurement requirements defined in this policy. It sets the annual allocation at $50 per bedroom per year, defines which uses of RGC funds are eligible and ineligible, and establishes the process for requesting purchases and resolving disagreements.

It also establishes how RGCs participate in renovation projects. SSHD retains sole responsibility for building conditions, legal compliance, financial stewardship and implementation of approved work; RGCs are informed of renovations and are consulted when the use of a common area is changed.

Purpose / Rationale

The SSHD Charter gives Resident Governance Councils the power to (d) determine how to spend the building or development's Allotted Annual Budget for common room amenities and social events, and (e) participate in the approval of renovation projects. This policy turns those Charter rights into a clear, repeatable process.

As the perpetual public owner of its buildings, SSHD must ensure its assets are well maintained, managed and structurally sound. SSHD's model is not a co-op or co-ownership model; SSHD retains sole responsibility for building conditions, legal compliance, financial stewardship and implementation of approved work. At the same time, SSHD is committed to meaningful resident self-governance.

This policy clarifies roles among SSHD, the RGCs and the Property Manager (whether a third party or an SSHD department), so that residents can exercise their spending authority with confidence, staff administer public funds consistently and transparently, and renovation decisions are communicated openly.

Scope — Who does this policy apply to?

- All SSHD staff
- Contractors / vendors acting on behalf of SSHD, including third-party Property Management
- Resident Governance Councils and residents of all SSHD-owned buildings and developments

Definitions

Term	Definition
Allotted Annual Budget (RGC funds)	The annual amount allocated to a building's RGC under Part A for common room amenities and social events.
Resident Governance Council (RGC)	The resident body for a building or development with the powers and responsibilities defined in Article VIII, Section 4 of the SSHD Charter.
Resident Governance Coordinator	Every SSHD building shall have an assigned Resident Governance Coordinator, the SSHD staff member who serves as the primary point of contact between residents and SSHD, coordinates RGC amenity and/or social events requests or purchase requests, communicates their status, and supports resident governance at the building level.
Director of Resident Engagement and Governance	The SSHD staff member who supervises the Resident Governance Coordinator and oversees resident governance and engagement across the portfolio to facilitate and support resident self-governance. The Director reports directly to the Chief Operating Officer (COO), who shall provide oversight and guidance regarding the Director's duties as may be required.
Property Manager / Property Management	The party managing day-to-day building operations, whether a third party or an SSHD department. It performs only work that is authorized by agreement or otherwise legally delegated.
Purchasing lead	The one SSHD staff member or Property Management representative designated to make the purchase for a given request.
Common room amenity	Furnishings, equipment, supplies or subscriptions for shared use by residents in a building's common areas.
Social event	A gathering or organized activity sponsored by the RGC that is open to all residents of the building.
Building alteration / installation	Mounting, wiring, anchoring, plumbing, electrical work, or any other change affecting the building's structure or systems.
Renovation	A planned physical change to a building, including a change in the use of a common area. Excludes emergency work.

Emergency work	Work needed to address an immediate threat to health, safety or property.
Business day	Monday through Friday, excluding SSHD-observed holidays.

3. PROCEDURES / GUIDELINES

Step-by-Step Procedures

This section is organized in five parts: (A) Annual Allocation; (B) Eligible and Ineligible Uses of RGC Funds; (C) Amenity and Social Event Request Procedure; (D) Resolving Disagreements on Amenity Requests; and (E) Renovation Projects and Resident Participation.

A. Annual Allocation

1. **Calculation.** Each building's annual RGC budget is $50 per bedroom per year, based on the building's total bedroom count. Studios count as one bedroom.
2. **Example.** A building with 20 studios, 40 one-bedroom, 30 two-bedroom and 10 three-bedroom units has 150 bedrooms (20 + 40 + 60 + 30), for an annual RGC budget of $7,500.
3. **Budgeting.** The allocation is incorporated into acquisition underwriting and budgets, new-construction financial planning, and annual operating budgets.
4. **Timing.** Funds are available on January 1 of each year; SSHD's fiscal year follows the calendar year. All funds must be spent, or otherwise obligated, by December 31 and do not roll over to the next year. The Resident Governance Coordinator will communicate a year-end request deadline to each RGC by October 1, so that requests can be processed before funds expire.
5. **Balance reporting.** The Resident Governance Coordinator will serve as the designated purchasing lead and maintain a record of expenditures and the remaining RGC balance. RGC funds are not held in a separate bank account. RGC expenditures are recorded to a designated general ledger (GL) account, which the Resident Governance Coordinator uses to track spending against the allocation. The Resident Governance Coordinator shares a balance report with the RGC at every meeting and on request.

B. Eligible and Ineligible Uses of RGC Funds

RGC funds may be used only for common area amenities and social events. A proposed expense is eligible when it meets all five of the following tests:

- **Purpose.** It is a common room amenity or a social event.
- **Shared benefit.** It benefits and is open or available to all residents of the building rather than specific individuals.
- **Location.** Amenities stay in the building's common areas; event items are used or consumed at the event.
- **Funding.** The full cost, including any installation and known ongoing costs through December 31, fits within the current available balance.
- **Compliance.** It meets SSHD safety, accessibility, building rule and procurement requirements.

The tables below give examples. They are illustrative, not exhaustive; when an item is not listed, staff apply the five tests above.

B-1. Eligible Uses

Eligible uses of RGC funds may require additional review per B-2

Category	Examples
Furniture & furnishings	Portable seating, tables, rugs, lamps, cushions, curtains, freestanding shelving and storage bins for common areas.
Recreation & learning	Board games, puzzles, books for a lending library, craft supplies, shared sports equipment, a TV or gaming system and games (any mounting or wiring is reviewed separately - see B-2).

Category	Examples
Common kitchen & hospitality	Small appliances (coffee maker, kettle, microwave), dishes, utensils and cookware for a common kitchen or community room.
Décor & greenery	Artwork, freestanding bulletin boards, indoor plants and planters; soil, seeds and hand tools for a community garden in an approved area.
Children & families	Age-appropriate toys and activity items that meet current safety standards, for use in common areas.
Accessibility & inclusion	Large-print or multilingual materials, adaptive games and other portable items that make amenities usable by more residents.
Food & beverages	Food and non-alcoholic beverages for social events open to all residents.
Event supplies & rentals	Decorations, paper goods, serving supplies, flyer printing, and day-of rentals such as tables, chairs, canopies or sound equipment.
Activities & entertainment	Performers, DJs, instructors or facilitators for events, classes or workshops open to all residents, engaged through SSHD procurement.
Participation supports	Interpretation and translation, childcare during events, and accessibility accommodations that help all residents take part.
Community celebrations	Cultural and seasonal celebrations, new-resident welcome events and other community-building gatherings open to all residents.

B-2. Uses Requiring Additional Review

These uses are allowed only after the review listed is completed, and any required authorization is given.

Type of use	Examples	Review required
Installation or building alteration	Anything that must be mounted, wired, anchored or plumbed, or that adds electrical load (e.g., wall-mounting a TV).	Separate technical review and authorization. Installation only by SSHD, Property Management or an authorized vendor. Installation cost identified before the RGC commits funds.
Higher-risk equipment	Fitness equipment beyond small portable items, play structures, or other items with injury risk.	Safety, liability and insurance review.
Outside vendors on site	Performers, instructors, caterers or other vendors providing services in the building.	Procurement, insurance and contract requirements.
Off-site outings & transportation	Group trips, tickets, or transportation to off-site activities.	Liability, accessibility and open-to-all review.
Ongoing costs	Subscriptions (e.g., a streaming service for the common room TV), service agreements, consumables or maintenance.	Costs paid within the calendar year and cancellable; no auto-renewal into the next year.
High-value items	Any single item over $500.	Procurement thresholds. (Asset tagging and inventory apply to all non-consumable items regardless of cost; see B-4.)
Door prizes & giveaways	Items of nominal value given at an event.	Must be distributed fairly to attendees; no cash or gift cards; no raffles or games of chance.
Joint events between RGCs	Two or more RGCs pooling funds for a shared event or amenity.	Written approval from each participating RGC with an agreement of cost division

Type of use	Examples	Review required
Furnishing a repurposed space	Furnishings or equipment for a common area being repurposed by SSHD.	Coordinated with the capital project; RGC funds cover only eligible furnishings and equipment.

B-3. Ineligible Uses

RGC funds may not be used for the following.

Category	Examples
Cash & cash equivalents	Gift cards, prepaid cards, cash prizes, petty cash or cash advances held by residents.
Payments to individuals	Stipends, wages or other compensation to RGC members or residents for volunteer time; purchases from RGC members or their household members.
Personal benefit	Items for use in individual units or that benefit specific residents rather than the building; individual rent, utilities, fees or emergency assistance (staff will refer residents to other SSHD resources).
Resident reimbursements	Reimbursement for items residents buy themselves. All purchases go through the designated purchasing lead.
Building operations & capital	Repairs, maintenance, cleaning, pest control, code or habitability work, locks, access control, security cameras, structural changes, and construction or repurposing of common areas. These remain SSHD's responsibility and are funded through operating or capital budgets.
Alcohol, cannabis & tobacco	Alcoholic beverages, cannabis products, and tobacco or vaping products.
Political activity	Contributions to, or activities supporting or opposing, candidates, parties or ballot measures; lobbying.
Religious activity	Religious worship or instruction. Events may recognize cultural and seasonal holidays if they are open to all residents.
Donations & fundraising	Donations to charities, organizations or individuals; sponsorships; fundraising for outside causes.
Gifts to staff	Gifts to SSHD or Property Management staff, consistent with public ethics rules.
Unsafe or prohibited items	Items that violate building rules, fire code or lease terms, e.g., space heaters, open-flame items, fireworks, weapons or hazardous materials.
Games of chance	Raffles, lotteries or other gambling.
Future-year commitments	Deposits, contracts or subscriptions that obligate funds after December 31, including prepaying next year's events.
Fines & penalties	Fines, penalties, late fees, or charges resulting from misuse or damage.
Exclusive events	Events that are invitation-only or not open to all residents of the building.

B-4. Ownership and Care of Purchased Items

Items purchased with RGC funds are SSHD property, remain assigned to the building's common areas, and are recorded in the building inventory. All non-consumable items purchased with RGC funds (e.g., a gaming system, small appliance or furniture) must be asset tagged, regardless of cost, in accordance with SSHD's asset tagging and inventory procedures [link to SOP to be added]. The RGC may ask the Resident Governance Coordinator to relocate, remove or dispose of an item; disposal follows SSHD procedures. Replacement of lost or damaged items may be funded from a later year's allocation at the RGC's choice.

C. Amenity and Social Event Request Procedure

1. **RGC decision.** The RGC decides how to spend its funds and documents the decision through its adopted meeting procedures (e.g., meeting minutes recording the item or event, estimated cost and requested date).
2. **Submit a complete request.** The RGC submits a complete request to the Resident Governance Coordinator at least ten (10) business days before the requested purchase date. A complete request includes a description and quantity, estimated cost and vendor if known, the date needed, where the item will be used, and documentation of the RGC decision.
3. **Acknowledgment.** The Director of Resident Engagement and Governance, or their designee, shall acknowledge the request within three (3) business days and confirm feasibility and anticipated timing.
4. **Compliance and feasibility review.** Staff confirm eligibility under Part B, the available balance, and safety, accessibility and procurement requirements, and identify any installation and ongoing costs before the RGC commits its funds. Staff review addresses compliance and feasibility only and will not substitute staff preferences for an eligible RGC spending decision.
5. **Technical authorization (if needed).** Any mounting, wiring, anchoring or other building alteration requires separate technical review and authorization. Only SSHD, Property Management or an authorized qualified vendor may perform this work.
6. **Purchase.** SSHD designates one purchasing lead per request (the Resident Governance Coordinator) to avoid duplicate orders. The purchasing lead buys the item, logs the receipt, and updates the RGC balance.
7. **Delivery and status updates.** The Resident Governance Coordinator keeps the RGC informed of status through delivery or installation. Residents may use and arrange approved portable items according to building rules.
8. **Denials and reductions.** If a request exceeds available funds or does not meet a requirement, the Resident Governance Coordinator explains the reason in writing and works with the RGC on an eligible alternative.

Lead times. A request requiring competitive procurement, custom orders, building work and/or permits, and/or payment of prevailing wages shall require a project-specific schedule. These lead times do not waive procurement requirements or guarantee delivery by an event date. No purchase or building alteration may proceed without the required financial and technical authorization.

D. Resolving Disagreements on Amenity Requests

If an RGC disagrees with a decision regarding an amenity request, the following steps apply:

1. **Clarification from the Resident Governance Coordinator.** The building's Resident Governance Coordinator shall provide the RGC with a written explanation that identifies the specific eligibility, budget, safety or procurement requirement at issue and proposes eligible alternatives, if any, and shall meet with the RGC on request to discuss the disagreement. The Coordinator and the RGC may resolve the disagreement at this stage, including by agreeing on a modified request that meets the requirements of this policy.
2. **RGC reconsideration request.** If the disagreement is not resolved under Step 1 and the RGC believes the request was incorrectly denied or reduced, it may submit a brief written reconsideration request to the Resident Governance Coordinator within ten (10) business days of the Coordinator's written explanation under Step 1, explaining why the item should be considered eligible or why the cost estimate should be revisited. The Director of Resident Engagement and Governance, or their designee, shall review the request and respond in writing within five (5) business days.
3. **Appeal to the Chief Operating Officer.** An RGC may appeal a denial of a reconsideration request to the Chief Operating Officer (COO) for a final determination. The COO shall respond in writing within ten (10) business days. The COO's determination is final.

Denials of amenity requests based on technical or safety determinations (e.g., whether an installation requires a permit) shall be governed by the relevant building code or safety authority and are not subject to the reconsideration and appeal provisions of this Part D.

E. Renovation Projects and Resident Participation

Decisions to renovate buildings, including funding and implementation, are the sole responsibility of SSHD, except that RGCs are consulted when the use of a common area is changed (see below). Residents may not prevent renovation decisions but shall be entitled to reasonable notice, provided to all building residents in writing and presented at a regularly scheduled RGC meeting, prior to the commencement of work on a planned non-emergency renovation (emergency work is addressed under Exceptions / Special Circumstances). Such notice shall include, but not be limited to, the following:

- The anticipated project size and scope, purpose, estimated cost and funding source as appropriate, schedule, alternatives considered, and expected resident impacts;
- Solicitation of residents' input and feedback regarding the project; and
- Guidance regarding how residents can stay informed of the progress of the project.

SSHD shall further provide a written update to building residents upon a project's completion, which shall include, at least, an explanation of any changes in use, access or maintenance.

Changing the use of a common area. Any such change shall be considered a planned renovation subject to the resident participation process above. For example, if SSHD acquires a building with a common area (e.g., a pet washing station, business center, fitness/wellness room, etc.) that is underutilized, SSHD may consult with residents and Property Management to determine a better use for that common area. In consideration of SSHD's mandate for building common areas to support social cohesion, SSHD may make the decision to repurpose underutilized common areas for other uses. SSHD shall proactively solicit input from residents regarding how building common areas should be used, and such input shall be seriously considered by SSHD before any repurposing and/or renovation of a common area is approved. SSHD-directed repurposing and associated construction are funded through an approved property capital budget and are not charged to the RGC's allotted budget. The RGC may choose to fund eligible furnishings, equipment or amenities for the space from its allotted budget. Funding and future operating costs must be identified before approval.

Exceptions / Special Circumstances

Emergency work. Work necessary to address immediate threats to health, safety or property shall proceed promptly under existing emergency authority and is exempt from the notice requirements in Part E. SSHD and/or Property Management shall notify affected residents as soon as practicable and provide a timely written update regarding any such emergency work to the RGC as circumstances allow.

Legally required work. For non-emergency code, habitability or other legally required work, the obligation to correct the condition remains with SSHD, and residents will have an opportunity to inform timing, access and mitigation measures to the extent feasible without delaying any necessary repairs.

Technical and safety determinations. These are not subject to the dispute resolution steps in Part D.

Buildings without a seated RGC. The building's allocation is held until an RGC is seated. Before then, the Resident Governance Coordinator may use up to 25% of the allocation for welcome and community-building events open to all residents, after seeking resident input through a building meeting, survey or similar method. When an RGC is seated, it controls the remaining balance for that calendar year. Unspent funds expire on December 31 as provided in Part A.

Partial-year buildings. For buildings acquired or placed in service mid-year, the allocation is prorated by the number of full months remaining in the calendar year, beginning with the first full month after acquisition closing or first resident occupancy. Example: a 150-bedroom building that closes in April receives 8/12 of $7,500, or $5,000, for May through December.

Other exceptions. Any other exception to the eligible-use rules in Part B requires written approval from the Director of Resident Engagement and Governance and is documented in the RGC's expenditure record.

4. ROLES & RESPONSIBILITIES

Role / Position	Responsibilities Under This Policy
Policy Owner (Director of Resident Engagement and Governance)	Maintain policy, trigger reviews and update as needed. Supervise the Resident Governance Coordinator. Decide reconsideration requests under Step 2 of Part D and approve exceptions.
Director / COO	Approve policy and any major amendments. Provide oversight and guidance to the Director of Resident Engagement and Governance. Decide appeals under Step 3 of Part D. Refer matters to the CEO or Board when required by delegated authority.
Resident Governance Coordinator	Primary contact for RGCs. Receive and acknowledge requests, coordinate with the purchasing lead, communicate status and balances, communicate the year-end deadline, provide written explanations and work with the RGC to resolve disagreements under Step 1 of Part D, and receive reconsideration requests under Step 2.
Resident Governance Council	Decide how to spend the Allotted Annual Budget within this policy; document decisions; submit complete requests; provide input on renovations and changes to the use of common areas.
Property Management	Coordinate authorized installation and vendor work. Carry out upgrades, repairs and code work as authorized by SSHD.
SSHD (capital, facilities & finance staff)	Accountable for renovations, building upgrades, habitability and code work, capital funding for repurposed spaces, and authorization of building alterations. Designate a purchasing lead for each request.
All Staff	Follow policy; report questions or concerns to the Policy Owner.

The full RACI chart is attached as Exhibit A.

5. APPROVAL WORKFLOW

All new policies and material amendments require the following approvals before taking effect:

Approver Role	Name	Signature & Date	Decision
Policy Owner			☐ Approved ☐ Rejected
Department Director			☐ Approved ☐ Rejected
COO / Executive			☐ Approved ☐ Rejected
Board (if required)			☐ Approved ☐ Rejected

6. REVISION HISTORY

Version	Date	Revised By	Summary of Changes
0.1	09/2026	Tiffani McCoy, CEO	Initial draft policy, converted from RACI for Renovation and Amenity Budget (9/2/2026); added eligible and ineligible uses of RGC funds.
0.2	09/2026		Incorporated legal review redlines and comments from Andrew J. Lewis (9/24/2026) on the RACI for Renovation and Amenity Budget.
0.3	09/2026		Incorporated internal review comments from Tiffani McCoy and Janéa Jackson (9/28–9/29/2026): funding availability and GL tracking, asset tagging of non-consumable items, Coordinator-led written explanations of denials and Step 1 dispute resolution, and notice for non-emergency renovations.

7. RELATED DOCUMENTS & REFERENCES

Related Policies or Procedures

- SSHD Charter, Article VIII, Section 4(d) and (e)
- RACI for Renovation and Amenity Budget (9/2/2026), incorporated into this policy
- SSHD Procurement / Purchasing Policy [policy # 2026-01]
- SSHD Asset Tagging and Inventory SOP [link to be added]
- SSHD emergency repair authority and procedures
- Property Management Agreement (purchasing authority and scope of work)
- Building rules / house rules for each property
- Annual operating budget and property capital budget process
- Applicable building, fire and accessibility codes
- Applicable public ethics and gift rules

Attachments / Exhibits

- Exhibit A — RACI Chart for Renovation and Amenity Budget (attached)

EXHIBIT A — RACI CHART

R = Responsible: performs or coordinates the task.
A = Accountable: owns the decision or outcome within delegated authority.
C = Consulted: provides input before action or decision.
I = Informed: receives timely notice or updates.

Each row has one accountable entity. SSHD's designation includes referral to the CEO or Board when required by delegated authority. Property Management performs only work that is authorized by agreement or otherwise legally delegated. For purchasing, SSHD shall identify whether staff or Property Management will perform the responsible role.

Activity	SSHD	Resident Governance Council	Property Management
Building upgrades (Charter-mandated and/or non-discretionary), e.g., electrifying water heaters, adding EV charging stations	**R, A**	**I**	**C, R**
Habitability (water leaks, intrusions, security weaknesses) and/or emergency work	**R, A**	**I**	**C, R**
Mandatory building code updates	**R, A**	**I**	**C, R**
Common area repurposing, including construction scope and capital funding	**R, A**	**C**	**C, R**
Social event spending within the Allotted Annual Budget	**C**	**A, R**	**C**
Determining common area amenity changes within the Allotted Annual Budget (e.g., a TV or gaming system)	**C**	**R, A**	**C**
Authorizing elective building alterations and installations	**A**	**C**	**R, C**
Purchasing approved items, recording receipts and tracking amenity budget balances	**R**	**A**	**I**
Coordinating authorized installation and vendor work for common areas	**A**	**I**	**R**

Ethics Committee Charter

Adopted: XXXXX

Purpose: The Ethic Committee is a standing committee of the Seattle Social Housing Developer (SSHD). The Committee's purpose is to support all board members in serving their terms in alignment with the SSHD Code of Ethics. The Committee is also in charge of any investigations into claims of violation of the Code of Ethics by any member of the board, members of the SSHD Resident Governance Councils, and the SSHD CEO.

Led By: The Ethics Committee Chair is elected by members of the Ethics Committee annually. This committee will also elect an Ethics Committee Vice Chair who will serve as Chair in instances where the Ethics Committee Chair needs to recuse themselves or is otherwise unavailable.

Reports to: The SSHD Board when dictated by the Ethics Complaint Investigation Process.

Members: The Ethics Committee shall consist of at least four voting members of the Board of Directors. There may never be more than 6 committee members who are also members of the Board.

Staff leaders, other board members, or outside guests will be included as guests at the discretion of the Ethics Committee Chair.

Terms: Appointments to the committee are made on an annual basis and updated when new board members are added to the SSHD board.

Meeting Schedule: This committee will meet on an as-needed basis. They are recommended to meet when board members submit questions related to the code of ethics or their participation in upcoming decisions that might create the perception of a conflict of interest. They will meet when complaints around adherence to the Code of Ethics have been raised about SSHD board members, members of the SSHD Resident Governance Councils, and the SSHD CEO.

Responsibilities:

The Committee will:

- Conduct an annual review of the Code of Ethics and supporting documents and make recommendations on any changes that would strengthen or clarify them.

- Develop and maintain a 'Code of Ethics FAQ' that will share specific examples of potential ethical issues that might come up for board members as well as guidance on how to act in accordance with the Code of Ethics.
- Receive ethics complaints forwarded by a Building Governance Coordinator involving members of resident governance councils.
- Develop and maintain an Ethics Complaint Investigation Process that outlines how Code of Ethics concerns or complaints raised around SSHD Board Members, SSHD Residence Governance Council members, or the SSHD CEO compliance will be assessed and investigated. This may include hiring an outside investigator.
- Be the point of contact and coordinators if any outside investigators are hired to examine formal Code of Ethics complaints about SSHD board members, SSHD Residence Governance Council members, or the CEO.
- Be available to meet with and provide guidance to SSHD Board Members when they have concerns around how to navigate situations in compliance with the Code of ethics

All supporting documents, investigation processes, and hiring of outside investigators recommended and developed by the committee will be brought to the full SSHD Board for approval.

Every June, the Committee will review this charter. At least annually, the Committee will make initial recommendations for updates to the charter or advise the board that they do not think an annual update is necessary, any board member may then propose alternate committee charter changes; any charter changes must be approved by the full board.