



# KING COUNTY HOUSING AUTHORITY

## SPECIAL MEETING OF THE BOARD OF COMMISSIONERS

**September 23, 2013**

**8:30 am**

KCHA Administrative Offices  
700 Andover Park West  
Tukwila, WA

**I. Call to Order**

**II. Roll Call**

**III. Public Comment**

**IV. Consent Agenda**

**1**

**July 2013 Voucher Reports**  
(General & Bond Properties)

**V. Resolutions for Discussions**

**Resolution No. 5442:** Approving KCHA's Moving to Work  
Annual Plan for FY 2014

**2**

**Resolution No. 5443:** Human Resources Policies and Procedures

**3**

**Resolution No. 5444:** Financing of Existing Portfolio Debt

**4**

**Resolution No. 5445:** Authorizing the Executive Director  
to Sign the Growing Transit Communities Compact

**5**

**VI. Executive Session (optional)**

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**VII. Briefings**

Annual Risk Management/Insurance Overview 6

Review of Non-smoking Policy Implementation 7

**VIII. New Business**

**IX. Executive Director's Report**

**X. KCHA in the News** 8

**XI. Commissioner Comments**

**XII. Adjournment**

Next Meeting  
Monday, October 21, 2013, 8:30 am  
KCHA Administrative Offices  
700 Andover Park West  
Tukwila, Washington

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**KING COUNTY HOUSING AUTHORITY  
INTEROFFICE MEMORANDUM**

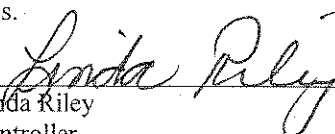
TO: THE BOARD OF COMMISSIONERS, HOUSING AUTHORITY OF  
THE COUNTY OF KING, WASHINGTON

FROM: LINDA RILEY

SUBJECT: VOUCHER CERTIFICATION FOR JULY 2013

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I, Linda Riley, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, and that the claims represented by the vouchers listed below were just obligations of the Housing Authority of the County of King, and that I am authorized to authenticate and certify said claims.

  
Linda Riley  
Controller  
September 3, 2013

Bank Wires / ACH Withdrawals	19,849,908.99
Subtotal	<u>19,849,908.99</u>
Accounts Payable Vouchers	
Checks - #234638-235267	3,796,847.99
Subtotal	<u>3,796,847.99</u>
Payroll Vouchers	
Checks - #82794-82838	47,124.37
Direct Deposit	1,127,734.27
Subtotal	<u>1,174,858.64</u>
Section 8 Program Vouchers	
Checks - #600103-600595	359,863.32
ACH - #241156-244396	9,285,386.30
Subtotal	<u>9,645,249.62</u>
Purchase Card / ACH Withdrawal	163,180.07
Subtotal	<u>163,180.07</u>
GRAND TOTAL	<u>34,630,045.31</u>

TO: THE BOARD OF COMMISSIONERS, HOUSING AUTHORITY OF  
THE COUNTY OF KING, WASHINGTON

FROM: TIM WALTER

SUBJECT: VOUCHER CERTIFICATION FOR JULY 2013

I, Tim Walter, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, and that the claims represented by the checks listed below were just obligations of the Housing Authority of the County of King, and that I am authorized to authenticate and certify said claims.

*Tim Walter*

Tim Walter  
Director, Managed Assets  
August 19, 2013

Property Jul-13	CHECK REGISTER Jul-13	PAYROLL Jul-13	MGMNT FEE Jul-13	OTHER Jul-13	Property Total Jul-13
<u>Bellepark East</u>	1921-1975 \$ 47,419.10	\$ 7,144.14 \$ 7,126.54	On Check Register as Check	NA	\$ 61,689.78
<u>Cottonwood</u>	2182-2237 \$ 92,716.48	\$ 5,572.37 \$ 5,109.72	On Check Register as Check	NA	\$ 103,398.57
<u>Cove East</u>	2457-2517 \$ 109,430.55	\$ 12,941.45 \$ 13,562.74	On Check Register as Check	NA	\$ 135,934.74
<u>Landmark</u>	2206-2266 \$ 59,698.43	\$ 15,170.71 \$ 18,742.34	On Check Register as Check	Issuance Com \$ 18,651.76 LOC Int & Com \$ 916.59 Admin & Fee \$ 2,100.00 Remarketing \$ 1,261.91	\$ 116,541.74
<u>Meadowbrook</u>	5288-5331 \$ 111,361.39 9 w/d	On Check Register as Check	On Check Register as Check	NA	\$ 111,361.39
<u>Meadows</u>	10339-10371 \$ 18,596.24	\$ 5,335.14 \$ 5,355.01	\$ 2,356.00	NA	\$ 31,642.39
<u>Newporter</u>	104347-104395 \$ 227,068.27	\$ 4,411.93 \$ 4,693.92	\$ 4,117.00	NA	\$ 240,291.12
<u>Timberwood</u>	3059-3156 \$ 145,131.37	\$ 11,938.50 \$ 13,499.28	On Check Register as Check	NA	\$ 170,569.15
<u>Woodland North</u>	548-598 \$ 60,663.52	\$ 7,032.89 \$ 7,606.00	On Check Register as Check	NA	\$ 75,302.41
<u>Woodside East</u>	2434-2619 \$ 122,897.43	\$ 16,306.24 \$ 16,797.91	On Check Register as Check	NA	\$ 156,001.58
<u>Aspen Ridge</u>	102248-102275 \$ 30,111.20	\$ 3,958.43 \$ 3,663.33	\$ 2,513.00	NA	\$ 40,245.96
<u>Cascadian</u>	11592-11623 \$ 56,722.15	\$ 11,061.11 \$ 11,106.68	\$ 7,722.00	RR \$ 7,184.60	\$ 93,796.54
<u>Fairwood</u>	11958-11993 \$ 45,035.59	\$ 8,849.92 \$ 8,223.85	\$ 5,336.00	RR \$ 5,085.37	\$ 72,530.73
<u>Laurelwood</u>	10114-10148 \$ 39,708.84	\$ 4,715.29 \$ 4,395.56	\$ 3,971.00	RR \$ 3,495.01	\$ 56,285.70
<u>Woodridge Park</u>	11570-11620 \$ 162,097.91	\$ 9,270.00 \$ 9,307.76	\$ 5,599.00	RR \$ 2,512.50	\$ 188,787.17
<u>Auburn Square</u>	104944-104985 \$ 69,204.15	\$ 7,188.43 \$ 8,190.50	\$ 4,548.00	NA	\$ 89,131.08
<u>Carriage House</u>	104540-104594 \$ 86,527.10	\$ 9,392.15 \$ 9,610.18	\$ 4,783.00	NA	\$ 110,312.43
<u>Parkwood</u>	14380-14428 \$ 77,646.90	\$ 4,360.01 \$ 4,294.16	\$ 2,986.00	NA	\$ 89,287.07
<u>Walnut Park</u>	15007-15038 \$ 62,100.28	\$ 4,598.83 \$ 5,114.97	\$ 5,827.00	NA	\$ 77,641.08
	\$ 1,624,136.90	\$ 305,647.99	\$ 49,758.00	\$ 41,207.74	\$ 2,020,750.63

Expenditures paid by Check	\$1,624,136.90
Payroll Transfers	\$305,647.99
Management Fee Transfers	\$49,758.00
Other:	\$41,207.74
<b>TOTAL FUNDING:</b>	<b>\$2,020,750.63</b>

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## KING COUNTY HOUSING AUTHORITY

**TO:** Board of Commissioners

**FROM:** Judi Jones, MTW Program Director

**DATE:** September 16, 2013

**RE:** **Resolution No 5442:** Approving KCHA's Moving to Work Annual Plan for FY 2014

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Resolution No.5442 requests approval of KCHA's FY 2014 Moving to Work (MTW) Annual Plan. Creation and submission of an MTW Annual Plan is a requirement of KCHA's participation in HUD's MTW Demonstration program – a designation that has been a key factor in KCHA's ability to ensure the long-term viability of its aging housing inventory, ensure operational efficiency, expand housing programs and develop new partnerships in order to meet the growing and diverse needs of the low-income residents of King County.

Following HUD's format, the Plan is intended to provide an overall snapshot of KCHA's Public Housing and Section 8 program operations as well as detail regarding MTW-related program and policy changes that the Authority expects to pursue during the next fiscal year. As such, it serves as the primary mechanism for HUD to ensure that the Authority's activities are directed at attaining the goals of the MTW demonstration and are authorized under the terms of its MTW Agreement. The development of the MTW Annual Plan, and the public review and comment process that accompanies it, serves as an important mechanism for encouraging stakeholder feedback on KCHA's programs.

KCHA has also chosen to use this Plan submission as an opportunity to draw attention to the impact of sequestration upon our daily operations and the long-term consequences that continued reductions will have upon the Housing Authority and the low-income households who rely on our assistance.

KCHA's long-term strategic MTW priorities are shown in Section I of the Plan. These, together with the overall program objectives mandated by Congress, serve as the frame for the program activities and policy changes implemented by the HA. In addition to potential modifications/expansion of previously implemented MTW initiatives noted in Section IV, KCHA staff is proposing the following new initiatives for implementation in FY 2014:

- ❑ **Stepped-down Subsidy Program.** This initiative is targeted to provide short-term subsidy for up to 15 homeless youth and young adults by the end of 2014. Developed in partnership with Auburn Youth Resources and Valley Cities Counseling and Consultation, the pilot program will provide rental assistance that reduces over time with the goal of increasing the rate at which these youth transition to self-sufficiency.
- ❑ **Change in KCHA's definition of "Family".** KCHA will be reviewing potential policy changes this year that will help ensure that limited housing resources are first directed toward populations determined most in need – elderly and disabled households and families with children.

Specific details regarding each of these initiatives is included in Section III of the draft Plan provided in your Board Packet.

In developing the FY 2014 MTW Annual Plan, KCHA provided opportunity for public and resident input regarding the Plan components as follows:

- ❑ Issued Public Notices on July 29, 2013 including notification of draft Plan availability for review/comment and the scheduled Public Hearing date. Notices were published on KCHA's website (kcha.org) and in the Seattle Times in addition to direct outreach to KCHA's program participants and community partners as noted below;
- ❑ Posted notices of draft Plan availability for review/comment and scheduled Public Hearing in all KCHA Public Housing and Project-based developments and Management offices;
- ❑ Invited KCHA's partner agencies and stakeholders, including identified Legal Services contacts, to review and provide comment regarding the draft Plan;
- ❑ Met with Community Stakeholders on August 28, 2013 to review draft Plan components, answer questions and invite further comment and input;
- ❑ Met with the Resident Advisory Councils on August 21 and September 5 to review draft Plan components, answer questions and invite further comment and input.

In addition, on August 29, 2013 a Public Hearing was held at Birch Creek Family Center to allow public input and comment on the draft Plan. An outline of the public process utilized – together with a compilation of comments received on KCHA's proposed Plan - has been included in the Plan being presented for Board adoption.

Resolution No. 5442 approves the Housing Authority's MTW Annual Plan for Fiscal Year 2014 (covering January 1, 2014 through December 31, 2014) and authorizes its submission to the Department of Housing and Urban Development. In addition, the Resolution authorizes execution of the required "HUD Certification of Compliance with MTW Plan Requirements and Related Regulations" (sample copy attached) for submission with the Annual Plan.



**THE HOUSING AUTHORITY OF THE COUNTY OF KING**  
**RESOLUTION NO.5442**  
**APPROVING KCHA'S MOVING TO WORK ANNUAL PLAN**  
**FOR FISCAL YEAR 2014**

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**WHEREAS**, the King County Housing Authority (KCHA) entered the Department of Housing and Urban Development's (HUD) Moving to Work Demonstration Program (MTW) under a 2003 MTW Agreement with HUD; and

**WHEREAS**, as intended by Congress, the MTW Agreement authorizes KCHA to design and test new ways of providing housing assistance and needed services to low-income households; and

**WHEREAS**, in 2009 KCHA and HUD executed a Restated and Amended MTW Agreement (Restated Agreement), extending KCHA's participation in the MTW Demonstration through 2018 while preserving program flexibility to develop and manage housing programs and services in a manner that responds to the unique needs and circumstances of the Puget Sound region; and

**WHEREAS**, the Restated MTW Agreement requires the Authority to develop an MTW Annual Plan (the Plan) that identifies anticipated MTW program resources and expenditures, while outlining ongoing MTW activities and detailing new initiatives that KCHA intends to pursue during the coming fiscal year; and

**WHEREAS**, staff has developed the required MTW Annual Plan covering Fiscal Year 2014 (January 1, 2014 through December 31, 2014) in a manner that is responsive to and complies with the Restated MTW Agreement requirements; and

**WHEREAS**, in developing the FY 2014 MTW Annual Plan, KCHA provided opportunity for public and resident input regarding the Plan components, including coordination with the KCHA Resident Advisory Council and community stakeholders and including a Public Hearing held on August 29<sup>th</sup>, 2013; and

**WHEREAS**, the Plan envisions a number of changes in the operational policies and programs which are consistent with the goals of the MTW Demonstration and KCHA's mission; and

**WHEREAS**, a Board Resolution approving the Plan and certifying that the Plan complies with MTW Plan requirements must be included when it is submitted to HUD.

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING:**

1. The Board of Commissioners hereby approves the MTW Plan attached to this resolution and the accompanying memorandum ("Fiscal Year 2014 Annual Plan") for implementation and submission to HUD.
2. The Board of Commissioners certifies that the Public Hearing requirements have been met and authorizes the Chair of the Board to execute the attached HUD Certification of Compliance with MTW Plan Requirements and Related Regulations.

**ADOPTED AT A SPECIAL MEETING OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING THIS 23<sup>rd</sup> DAY OF SEPTEMBER 2013.**

**THE HOUSING AUTHORITY OF THE  
COUNTY OF KING, WASHINGTON**

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**Doug Barnes, Chair**  
Board of Commissioners

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**STEPHEN NORMAN**  
Secretary

**Annual Moving to Work Plan  
Certifications of Compliance**

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing

**Certifications of Compliance with Regulations  
Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning January 1, 2014, hereinafter referred to as "the Plan", of which this document is apart and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan;
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part
8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105( a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).
17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

King County Housing Authority  
PHA Name

WA002  
PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

\_\_\_\_\_  
Name of Authorized Official

\_\_\_\_\_  
Title

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Tab 2 Attachment – Moving to Work Draft Annual  
Plan - separate document on website**

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# KING COUNTY HOUSING AUTHORITY

**TO:** Board of Commissioners

**FROM:** Donna Kimbrough

**DATE:** September 13, 2013

**RE:** Resolution No. 5443 Human Resources Policies and Procedures

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## **Executive Summary**

Resolution No. 5443 authorizes the adoption of revisions to KCHA's Human Resources Policies and Procedures. The vast majority of the policies and procedures included in this document have already been adopted by the Board via prior Resolutions. The revisions reflect an entirely new format, make additions and deletions in conformity with current Federal and state law, clarify certain existing policies and add new policies which are needed in a rapidly evolving framework of workplace law. Adoption is recommended.

## **Discussion**

Human Resources Policies and Procedures are general guidelines that regulate employee and management actions in an organization. They communicate expectations for both parties. Clearly written policies and procedures that are documented, updated and adhered to bring structure to KCHA's personnel management and assist in the day-to-day decision making process of both employees and employer. This manual is a collective effort of the Finance, Administrative Services, Information Technology and Human Resources Departments to codify current best practices. KCHA's employment attorney, Karen Sutherland of Ogden, Murphy, Wallace, has thoroughly reviewed the entire manual to verify conformance with both current law and best practices.

The new version of the manual is more readable and is contained in a single document. It can more easily be posted on KCHA's intranet in its most up-to-date version and will be searchable. Policies are coherently grouped by section, such as Employee Benefits, Work Rules and Standards of Conduct, Employment Status and Records.

The following chapters of the old manual were deleted as they described benefits which were either obsolete or required by law, thus obviating the need for an internal policy:

- Social Security
- Unemployment Compensation
- Garnishments
- Old medical plans

Some policies have been modified because the underlying laws governing them have changed:

- Conduct regulated by the Hatch Act, which governs permissible partisan political activities by employees .
- Limiting affirmative action hiring considerations to those required at the federal level. At the state level, affirmative action programs are illegal under RCW 49.60.400.
- Definition of family members now conforms to the requirements of the Washington State Family Leave Act. This law has been on the books since 2002 and pertains to leave policies for caring for family members. KCHA had different definitions of family for sick leave and bereavement leave. We now have one definition for all policies that apply to employees requesting leave.
- Explicit references to marijuana in relation to KCHA's non-smoking policy and drug and alcohol free workplace policy.

Other policies have been clarified. Many of these clarifications were the direct result of questions which have arisen in their administration:

- Clarifying the definition of an ineligible driver on KCHA business by assigning a point value to driving infractions and stating a maximum number of points which can be accumulated.
- Explicitly stating that employees applying for promotion will have background checks conducted as part of our routine due diligence for any hire.
- Providing definitions of short and long-term temporary employees with a clarification of the benefits each receives during employment.
- Clarification of the eligibility criteria for tuition reimbursement including an increase in the maximum annual reimbursement to \$4,000 from \$2,400. Subsequent changes in reimbursement levels may be authorized by the Executive Director at his discretion.
- Clarification of sick leave donation policies and procedures.
- Clarification of incentive leave (for perfect and near perfect attendance) award and utilization.
- More explicit explanation of KCHA's existing employment classification system.



- Designation of the Executive Director as the final grievance hearing officer for employees rather than the Board of Commissioners. Grievances involving the Executive Director will still go to the Board of Commissioners.

New Policies that have been added to reflect current employment best practices and to comply with federal, state and local laws:

- **Telework:** Telework gives employees more flexibility in meeting personal and professional responsibilities. Younger workers are interested in work/life balance and this policy is an important recruiting and retention tool. Additionally, the Washington State Commute Trip Reduction Law of 1991 directs agencies to develop programs to reduce commute trips by employees and working from home or alternate locations fulfills that need.
- **Blogging and Social Networking:** Between email, instant chat, Facebook, Tweet, and Twitter, etc. employees are in constant communication with the world and sometimes the subject is their employers. KCHA has developed common sense guidelines based on current best practices governing all forms of public communications via the internet by any employee or contractor.
- **Physical Assessments for manual labor jobs:** During the hiring process it is illegal for the employer to ask specific questions regarding illness, disability, medical treatment, hospitalizations, etc. We can only ask if the applicant can perform the major job functions with or without reasonable accommodation. A post-offer physical assessment by a medical professional is permissible to assess physical capabilities and report potential issues to HR. This will give us better data to determine if applicants can safely perform job duties for certain identified positions in the Housing Management Department.
- **Fire Fighter Leave:** Per RCW 49.12.460, an employer must grant unpaid time off to employees who perform emergency duty as a volunteer firefighter or a reserve officer in an emergency service operation.
- **Domestic Violence Leave:** State domestic violence leave law allows victims of domestic violence, sexual assault or stalking to take reasonable leave from work (paid or unpaid) to obtain health care and take care of legal or law enforcement needs. Family members of a victim may also take reasonable leave to help the victim obtain treatment or seek help.
- **Bereavement Leave:** Employees are now allowed two hours of paid leave to attend the funeral of a co-worker

**THE HOUSING AUTHORITY OF THE COUNTY OF KING**

**RESOLUTION NO. 5443**

**ADOPTING REVISIONS TO THE HUMAN RESOURCES  
POLICIES AND PROCEDURES MANUAL**

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**WHEREAS**, A Human Resources Policy and Procedures Manual is necessary for the King County Housing Authority (KCHA) to provide uniform and consistent guidelines under which all employees are expected to carry out their work responsibilities and assignments; and,

**WHEREAS**, the Authority may, from time to time, amend, update or clarify existing policies; and,

**WHEREAS**, Federal and state laws governing the Authority and its employees are subject to change, necessitating revisions in KCHA's policies; and,

**WHEREAS**, changes in the workplace creates a need to adopt new policies relating to technology and modern business practices.

**NOW, THEREFORE, BE IT RESOLVED, BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING:**

**SECTION 1:** The Board of Commissioners of the Housing Authority of the County of King hereby approves and adopts a new Human Resources Policy and Procedures Manual which is attached hereto as Exhibit A and made a part hereof as though fully set forth herein.

**SECTION 2:** The Executive Director is hereby authorized to make such administrative changes as are necessary to further clarify and enact these Policies.

**ADOPTED BY THE BOARD OF COMMISSIONERS OF THE HOUSING  
AUTHORITY OF THE COUNTY OF KING AT A SPECIAL MEETING THEREOF  
THIS 23<sup>rd</sup> DAY OF SEPTEMBER 2013.**

**THE HOUSING AUTHORITY OF THE  
COUNTY OF KING, WASHINGTON**

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**DOUG BARNES, CHAIR**  
Board of Commissioners

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**STEPHEN J. NORMAN**  
Secretary-Treasurer

**Tab 3 Attachment –Human Resources Policies and  
Procedures separate document on website**

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## KING COUNTY HOUSING AUTHORITY

**TO:** Board of Commissioners  
**FROM:** Tim Walter  
**DATE:** September 18, 2013  
**RE:** **Resolution No. 5444:** authorizing KCHA to issue a tax-exempt bond in a not to exceed amount of \$95 million to KeyBank, as lead lender, for the purpose of refinancing existing debt and financing new property acquisitions

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Resolution 5444 authorizes KCHA to enter into a new tax-exempt debt facility in the approximate principal amount of \$85 million with KeyBank Government Finance, an affiliate of KeyBank N.A. \$45 million of this facility would be held directly by KeyBank and the remaining \$40 million to be held by other participant banks identified by KeyBank. The proceeds of the new facility will be used to finance new acquisitions and to refinance existing KCHA debt. The resolution further authorizes KCHA to issue and deliver a single revenue bond, redeem outstanding bond obligations to be refunded and enter into the agreements necessary to document the new loan facility.

### **Background:**

KCHA has a number of properties in its portfolio that were financed at a time when interest rates were significantly higher than today's rates or were financed with short term debt that will need to be refinanced in the next two years. In order to take advantage of current low interest rates, KCHA has signed a non-binding application for a new facility to be evidenced by a financing agreement and a single revenue bond issued to KeyBank and designated the Pooled Housing Revenue and Refunding Revenue Bond, 2013. The bond proceeds would be used to reduce interest expense on the higher interest rate properties, to provide permanent financing for properties currently financed on short-term lines of credit and to provide financing for new property acquisitions, such as the four King County Chaussee properties that are expected to close at or shortly after the end of next month.

### **Terms**

The \$85 million loan facility will have a 10 year term with a 20-year amortization term. The indicative annual interest rate is 3.57%, fixed for the first 10 years of the loan. The loan may be extended for another 10 years at the bank's option. KCHA will have the ability to swap properties in and out of the facility, provided it continues to meet a debt service coverage ratio of 1.10 tested at the initial closing of the loan, annually at the close of each fiscal year, and at any time KCHA elects to withdraw or substitute properties. Any substitution of properties would occur subject to applicable IRS rules. The loan will be secured by a general revenue pledge from KCHA. There will be no real estate collateral,

however, KCHA will grant a negative pledge to assure the lenders that the properties in the pool remain free of new liens. The loan can be prepaid at any time, subject to a prepayment penalty during the first five years of the loan only (3% if the loan is repaid in the first two years, 2% in the third year and 1% if prepayment occurs during the fourth or fifth year). KeyBank intends to be the lead lender in the facility with a \$45 million retained interest and is currently seeking other lending institutions to purchase participating interests in the balance of the loan.

If KCHA determines that it has a portfolio of properties to be financed or refinanced by this facility in an aggregate amount that exceeds \$85 million, there is a possibility that KeyBank will increase the principal amount of the facility to \$95 million. While this event is considered unlikely, the resolution requests authority from the board to proceed with the larger loan amount if appropriate.

To illustrate the interest savings from this transaction, KCHA is proposing to refinance approximately \$45 million of outstanding higher-interest rate debt into the \$85 million pool. The expected interest expense savings over the next ten years is approximately \$4.5 million. If the opportunity arises to increase the pool to \$95 million, the expected savings at the same interest rate would increase by an additional \$1 million to \$5.5 million.

Staff recommends passage of this resolution for the primary purposes of 1) reducing the interest rate on current outstanding debt, 2) obtaining permanent take out financing for a number of short term loans, and 3) financing new acquisitions, such as the four Chaussee properties.

# **Board Draft 9/17/2013**

## HOUSING AUTHORITY OF THE COUNTY OF KING

### RESOLUTION NO: 5444

A RESOLUTION providing for the issuance of a single revenue bond of the Authority in the principal amount of not to exceed \$85,000,000, the proceeds of which will be used to finance and/or refinance the acquisition, construction and rehabilitation of housing and related facilities including, without limitation, the refunding of outstanding bonds and notes, and to pay the costs of issuing the bond; determining the form, terms and covenants of the bond; authorizing the execution and delivery of a financing agreement and other agreements documents and certificates in connection with the bond; creating a bond fund; providing for the call, payment and redemption of the outstanding obligations to be refunded; and approving the sale and providing for the delivery of the bond to Key Government Finance, Inc. and/or other financial institutions.

Adopted September 23, 2013

*This document was prepared by:*

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WHEREAS, the Housing Authority of the County of King (the "Authority") seeks to encourage the provision of housing for low-income persons residing in King County, Washington (the "County"); and

WHEREAS, RCW 35.82.070(2) provides that a housing authority may acquire and operate housing projects; and

WHEREAS, RCW 35.82.020(11) and 35.82.130 together provide that a housing authority may issue bonds, notes or other obligations for any of its corporate purposes; and

WHEREAS, RCW 35.82.040 provides that a housing authority may delegate to one or more of its agents or employees such powers or duties as it may deem proper; and

WHEREAS, the Board of Commissioners of the Authority (the "Board") finds it necessary and advisable and in the best interest of the Authority to issue the Bond to finance and/or refinance the acquisition, construction and rehabilitation of housing and related facilities including, without limitation to provide the funds required to effect the refunding of certain outstanding bonds and

notes issued to finance or refinance the acquisition and construction of housing and related facilities (the “Refunded Obligations”), and pay the administrative costs of such refundings, and to pay costs of issuing the Bond; and

WHEREAS, the Authority anticipates that Key Government Finance, Inc. in participation with other financial institutions acceptable to the Authority, will offer to purchase the Bond on the terms set forth in this resolution; NOW, THEREFORE,

BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING as follows:

Section 1. Definitions. As used in this resolution, the following words have the following meanings:

“Authority” means the Housing Authority of the County of King, a public body corporate and politic duly organized and existing under and by virtue of the laws of the State of Washington.

“Bank” means Key Government Finance, Inc., as registered owner of the Bond.

“Board” means the Board of Commissioners of the Authority.

“Bond” means the Pooled Housing Revenue and Refunding Revenue Bond, 2013 of the Authority issued pursuant to, under the authority of, and for the purposes provided in this resolution.

“Bond Fund” means the Authority’s Pooled Housing Revenue and Refunding Revenue Bond Fund, 2013.

“Bond Register” means the books or records maintained by the Bond Registrar containing the name and mailing address of the registered owner of the Bond.

“Bond Registrar” means the Executive Director of the Authority.

“Financing Agreement” means the financing agreement entered into in connection with the Bond [among] the Bank, the Authority [and other institutional participants to be named therein].

“General Revenues” means all revenues of the Authority from any source, but only to the extent that those revenues are available to pay debt service on the Bond and are not now or hereafter pledged, by law, regulation, contract, covenant, resolution, deed of trust or otherwise (including restrictions relating to funds made available to the Authority under the U.S. Housing Act of 1937), solely to another particular purpose.

“Initial Reset Date” means the date that is ten years from the date of initial delivery of the Bond.

“Maturity Date” means the date that is 10 years from the date of initial delivery of the Bond.

“Project” means, depending on the context, (1) the acquisition, construction and/or rehabilitation of housing and related facilities, including but not limited to the refunding of the Refunded Obligations, but specifically excluding the making of loans to non-governmental entities or the financing of housing or related facilities to be used in the trade or business of non-governmental entities unless the Authority has received written confirmation from its Bond Counsel to the effect that the use of proceeds of the Bond for such purpose will not cause interest on the Bond to be included in gross income for federal income tax purposes; or (2) the housing and related facilities so acquired, constructed and/or rehabilitated.

“Proposal Letter” means the proposal letter with respect to the Bond provided to the Authority by KeyBank National Association, and approved by the Authority as of September 4, 2013, as it may be amended or supplemented.

“Refunded Obligations” means outstanding bonds and notes previously issued by the Authority to finance and/or refinance housing and related improvements, such Refunded Obligations to be selected by the Authority.

“Registered Owner” means the Bank, as registered owner of the Bond, or any subsequent owner of the Bond.

Section 2. Authorization and Description of Bond. The Authority shall issue the Bond as a single revenue bond designated Pooled Housing Revenue and Refunding Revenue Bond, 2013, in the principal amount of not to exceed \$85,000,000 for the purpose of providing financing for the Project and paying certain costs of issuing the Bond. The Bond shall be issued in fully registered form; shall be dated its date of issue; shall be numbered R-1; and shall mature on the Maturity Date, subject to prepayment as described in Section 6. From the date of issuance through the Initial Reset Date, the Bond shall bear interest at a fixed rate of interest not to exceed 5% per annum, to be determined as described in the Proposal Letter, and calculated on the basis of a 360-day year and actual days elapsed. From and after the Initial Reset Date, the interest rate for the Bond shall be reset [as described in the Financing Agreement.] The interest rate on the Bond shall be subject to adjustment upon default as set forth in the Bond.

Principal of and interest on the Bond shall be payable quarterly, or at such other times as may be agreed to by the Bank and the Authority, in the amount necessary to amortize the principal of and interest on the Bond over a 20-year period, to maturity or payment in full of the Bond. At maturity, any remaining outstanding principal balance and accrued interest on the Bond shall be due and payable in full.

If the Bond is not paid when properly presented at the Maturity Date, the Authority shall be obligated to pay interest on Bond from and after the Maturity Date until the principal of and interest on the Bond is paid in full.

Section 3      Authorization for Extension and Modification of Bond. The Executive Director is authorized, without further action of the Board but with the consent and approval of the Bank, in the Bank's sole discretion, to (A) extend the then-current Maturity Date or Initial Reset Date of the Bond to any date on or before October 1, 2043, (B) increase the principal amount of the Bond to an amount not to exceed \$95,000,000, and (C) determine the interest rate or interest rate formulae and payment provisions to be applicable to the Bond from and after the Initial Reset Date, if the Executive Director determines that such extension and/or modification is in the best interest of the Authority, all as long as such extensions and/or modifications do not cause interest on the Bond to be included in gross income for federal income tax purposes and the provisions of Section 7 of this resolution regarding security for the Bond are not changed in any material respect. The Executive Director is authorized to do everything necessary for the execution and delivery of such documents as are useful or necessary in connection with such extension of maturity, modification, or determination of the interest rate or interest rate formulae, including but not limited to the payment of Bank fees and execution of documents. The Executive Director's execution of documents in connection with the modification or extension of the Bond as described herein will constitute conclusive evidence of his or her approval of the extensions and/or modifications described therein and the approval of the Authority of such extensions and/or modifications.

Section 4.      Bond Registrar; Registration and Transfer of the Bond. The Executive Director of the Authority shall serve as Bond Registrar for the Bond. The Bond Registrar shall

keep, or cause to be kept, at his or her office in Tukwila, Washington, sufficient books for the registration of the Bond (the “Bond Register”), which shall contain the name and mailing address of the registered owner of the Bond. The Bond Registrar is authorized, on behalf of the Authority, to authenticate and deliver the Bond in accordance with the provisions of the Bond and this resolution, to serve as the Authority’s paying agent for the Bond and to carry out all of the Bond Registrar’s powers and duties under this resolution.

The Bond shall be issued only in registered form as to both principal and interest and recorded on the Bond Register. The Bond may not be transferred by the Bank without the prior written consent of the Authority (which consent shall not be unreasonably withheld), except that the Bank may assign or transfer the Bond to a successor to the business and assets of the Bank, to an affiliate of the Bank, or, [in accordance with the Financing Agreement], to another financial institution that is a “qualified institutional buyer” as defined in the Securities Act of 1933, in any such case upon completion and delivery to the Authority of the assignment form and certificate of transferee attached to the Bond. Any transfer shall be without cost to the Registered Owner or transferee, except for governmental charges imposed on any such transfer or exchange. The Bond Registrar shall not be obligated to exchange or transfer any Bond during the five days preceding any interest payment date, prepayment date, or the Maturity Date.

Section 5. Place, Manner and Medium of Payment. Both principal of and interest on the Bond shall be payable in lawful money of the United States of America solely out of the Bond Fund. Payment of interest on each interest payment date, and of principal at maturity or prepayments of principal, shall be paid by check or draft of the Authority mailed or by immediately available funds delivered on or before each interest payment date or the maturity or prepayment date to the registered owner at the address appearing on the Bond Register on the

last day of the month preceding the payment date. Upon the final payment of principal of and interest on the Bond, the registered owner shall surrender the Bond at the principal office of the Bond Registrar in Tukwila, Washington, for destruction or cancellation in accordance with law.

Section 6. Prepayment of Bond. The Authority reserves the right to prepay all or a portion of the principal of the Bond at any time, upon provision of notice and prepayment of a prepayment fee, if any, each as required by the [Financing Agreement/Proposal Letter]. The Bank may in its sole discretion waive any prepayment fee. Interest on the Bond or the portion thereof so prepaid shall cease to accrue on the date of such prepayment.

Section 7. Bond Fund; Security for the Bond. The Bond Fund is created as a special fund of the Authority and is to be known as the Pooled Housing Revenue and Refunding Revenue Bond Fund, 2013. The Bond Fund shall be drawn upon for the sole purpose of paying the principal of and interest on the Bond. The Authority pledges to deposit General Revenues into the Bond Fund in amounts sufficient to pay the principal of and interest on the Bond when due.

The Authority reserves without limitation the right to issue other obligations, the principal of and interest on which are to be paid from the General Revenues on a parity with payments on the Bond. At its option, the Authority may pledge any portion of the General Revenues to the payment of other obligations of the Authority, such payments to have priority over the payments to be made on the Bond with respect to that portion of the General Revenues so pledged.

The Bond shall not be a debt of King County, the State of Washington or any political subdivision thereof, and the Bond shall so state on its face. Neither King County, the State of Washington nor any political subdivision thereof (except the Authority from the sources

specified herein) shall be liable for payment of the Bond nor in any event shall principal of and interest on the Bond be payable out of any funds other than the Bond Fund. The owner of the Bond shall not have recourse to any other fund of the Authority other than the Bond Fund, or to any other receipts, revenues or properties of the Authority other than as described herein and in the Bond. The Authority has no taxing power.

None of the Commissioners, officers or employees of the Authority shall be personally liable for the payment of the Bond.

Section 8. Form and Execution of Bond. The Bond shall be prepared in a form consistent with the provisions of this resolution and state law, shall bear the manual or facsimile signatures of the Chair of the Board and Executive Director of the Authority and shall be impressed with the seal of the Authority or shall bear a facsimile thereof.

To be valid or obligatory for any purpose or entitled to the benefits of this resolution, the Bond shall bear a Certificate of Authentication in the following form, manually signed by the Bond Registrar:

#### CERTIFICATE OF AUTHENTICATION

This Bond is the fully registered Pooled Housing Revenue and Refunding Revenue Bond, 2013, of the Authority described in the Bond Resolution.

[specimen]  
Executive Director of the Authority and Bond Registrar

The authorized signing of a Certificate of Authentication shall be conclusive evidence that the Bond so authenticated has been duly executed, authenticated and delivered and is entitled to the benefits of this resolution.



If any officer whose facsimile signature appears on the Bond ceases to be an officer of the Authority authorized to sign bonds before the Bond is authenticated or delivered by the Bond Registrar or issued by the Authority, the Bond nevertheless may be authenticated, delivered and issued and, when authenticated, issued and delivered, shall be as binding on the Authority as though that person had continued to be an officer of the Authority authorized to sign bonds. The Bond also may be signed on behalf of the Authority by any person who, on the actual date of signing of the Bond, is an officer of the Authority authorized to sign bonds, although he or she did not hold the required office on the date of issuance of the Bond.

Section 9. Preservation of Tax Exemption for Interest on the Bond. The Authority covenants that it will take all actions necessary to prevent interest on the Bond from being included in gross income for federal income tax purposes, and it will neither take any action nor make or permit any use of proceeds of the Bond or other funds of the Authority treated as proceeds of the Bond at any time during the term of the Bond which would cause interest on the Bond to be included in gross income for federal income tax purposes. The Authority also covenants that it will, to the extent the arbitrage rebate requirement of Section 148 of the Code is applicable to the Bond, take all actions necessary to comply (or to be treated as having complied) with that requirement in connection with the Bond, including the calculation and payment of any penalties that the Authority has elected to pay as an alternative to calculating rebatable arbitrage, and the payment of any other penalties if required under Section 148 of the Code to prevent interest on the Bond from being included in gross income for federal income tax purposes.

Section 10. Calls for Redemption of the Refunded Obligations. The Executive Director of the Authority is authorized and directed to give or cause to be given notices of redemption, at the times and in the manner required by the governing documents with respect to the Refunded

Obligations, in order to effect the redemption prior to maturity of the Refunded Obligations, to be redeemed in accordance herewith. Such calls for redemption shall be irrevocable after the delivery of the Bond to the initial purchaser thereof.

Section 11. Authorization of Documents and Execution Thereof. The Authority authorizes and approves the execution and delivery of, and the performance by the Authority of its obligations contained in, the Bond, the Proposal Letter (including the covenants set forth therein), the Financing Agreement and this resolution and the consummation by the Authority of all other transactions contemplated by this resolution in connection with the issuance of the Bond. The appropriate Authority officials are authorized and directed to do everything necessary for the issuance, execution and delivery of the Bond. The Chair of the Board and Executive Director of the Authority are authorized to execute the Bond, the Executive Director of the Authority, as Bond Registrar, is authorized to authenticate the Bond, and the Executive Director of the Authority is authorized to execute the Financing Agreement and any other documents reasonably required to be executed in connection with the issuance of the Bond and to ensure the proper use and application of the proceeds of the Bond, and to effect any extension of the maturity or modification of the Bond as described in Section 3.

The Bond will be prepared at the Authority's expense and will be delivered to the Bank together with the approving legal opinion of Foster Pepper PLLC, municipal bond counsel of Seattle, Washington, regarding the Bond.

Section 12. Approval of Transaction. It is anticipated that the Bank will present a financing agreement (the "Financing Agreement") to the Authority pursuant to which the Bank will purchase the Bond under the terms and conditions provided herein, therein and in the Proposal Letter, including payment of all costs and expenses in connection with the issuance and

delivery Bond, which may include, without limitation, an origination fee of 0.40% of the principal amount, the Bank's legal fees, bond counsel fees and costs of documentation. The Board finds that entering into the Financing Agreement is in the best interest of the Authority, and therefore authorizes the Executive Director to negotiate and accept the Financing Agreement on behalf of the Authority.

Section 13. Acting Officers Authorized. Any action required by this resolution to be taken by the Chair of the Board or Executive Director of the Authority may in the absence of such person be taken by the duly authorized acting Chair of the Board or a Deputy Executive Director of the Authority, respectively.

Section 14. Ratification and Confirmation. Any actions of the Authority or its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed.

Section 15. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

ADOPTED by the Board of Commissioners of the Housing Authority of the County of King at an open special public meeting this 23<sup>rd</sup> day of September, 2013.

HOUSING AUTHORITY OF THE COUNTY OF  
KING

By: \_\_\_\_\_  
Doug Barnes, Chair

\_\_\_\_\_  
Stephen Norman, Secretary

## CERTIFICATE

I, the undersigned, the duly chosen, qualified and acting Secretary and Executive Director of the Housing Authority of the County of King (the "Authority") and keeper of the records of the Authority, CERTIFY:

1. That the attached copy of Resolution No.5444 (the "Resolution") is a full, true and correct copy of the resolution of the Board of Commissioners of the Authority, as adopted at a meeting of the Authority held on September 23, 2013, and duly recorded in the minute books of the Authority;

2. That written notice specifying the time and place of the special meeting and noting the business to be transacted was given to all members of the Board of Commissioners by mail, fax, electronic mail or personal delivery at least 24 hours prior to the special meeting, a true and complete copy of which notice is attached hereto as Appendix I;

3. That the written notice described above was also posted on the Authority's website and prominently displayed at the main entrance of the Authority's office at 600 Andover Park W., Tukwila, Washington 98188 and at the meeting site, if different, at least 24 hours prior to the special meeting;

4. That the written notice described above was given to each local radio or television station and to each newspaper of general circulation that has on file with the Authority a written request to be notified of special meetings and to any others to which such notices are customarily given by the Authority; and

5. That such meeting was duly convened and held in all respects in accordance with law; that a quorum was present throughout the meeting and a majority of the members of the Board of Commissioners of the Authority present at the meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand this 23<sup>rd</sup> day of September, 2013.

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Stephen Norman, Secretary and Executive Director  
of the Authority

CERTIFICATE

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# KING COUNTY HOUSING AUTHORITY

**TO:** Board of Commissioners

**FROM:** Dan Watson

**DATE:** September 18, 2013

**RE:** **Resolution No. 5445:** Authorizing the Executive Director to Sign the Growing Transit Communities Compact

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The purpose of this resolution is to formally authorize KCHA to be a signatory to the Growing Transit Communities Compact, which is the nonbinding agreement between cities, counties, transit agencies, affordable housing providers, public health agencies, educational institutions, and other regional stakeholders that establishes wide ranging goals and strategies for creating sustainable and equitable communities within the region's transit corridors.

The *Growing Transit Communities Partnership* is a regional planning initiative coordinated through the Puget Sound Regional Council (the PSRC is the central Puget Sound region's Metropolitan Planning Organization) that was awarded a \$5 million Sustainable Communities Planning Grant by HUD in October of 2010. In June of 2011, the Board of Commissioners adopted Resolution 5331 authorizing KCHA's participation in the program as a member of the Growing Transit Communities Partnership. KCHA is one of over 25 Partners that include King County, Pierce County, Snohomish County, the cities of Seattle, Tacoma, Everett, Bellevue, Redmond, the Seattle, Snohomish County, and Pierce County Housing Authorities, Sound Transit, the University of Washington, the Cascade Land Conservancy, the Urban Land Institute, the Housing Development Consortium and other public and nonprofit agencies.

Michael Hubner, Principal Planner for the PSRC will be attending the Board of Commissioners meeting to brief the Commissioners on the Growing Transit Communities Partnership and the recent completed Compact.

## Background

The primary purpose of the HUD Sustainable Communities Grant has been to convene a wide variety of public and private community stakeholders to develop best practices and recommendations to address some of the greatest barriers to implementing the region's framework growth plans—VISION 2040, Transportation 2040, and the Regional Economic Strategy—and securing equitable outcomes for all of the region's communities.

The three-year grant is now in its final phase. Through a data-driven 18-month process involving monthly task force meetings, guidance from steering

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committees, consultant support, and continuous public review and comment, the GTC Partnership has developed recommendations for best practices and new tools and resources to address three overarching goals:

- Attract more of the region's residential and employment growth near high-capacity transit
- Provide housing choices affordable to a full range of incomes near high-capacity transit
- Increase access to opportunity for existing and future community members in transit communities

As defined in the grant work program, the GTC Partnership initially considered 74 transit community study areas along the region's three long-range light rail corridors identified in Transportation 2040. This includes sixteen cities (Everett, Lynnwood, Mountlake Terrace, Shoreline, Seattle, Mercer Island, Beaux Arts, Bellevue, Redmond, Tukwila, SeaTac, Kent, Des Moines, Federal Way, Fife, and Tacoma) and three counties (Snohomish, King, and Pierce). However, the recommendations from this work are intended to apply to both these and other high-capacity transit corridors in the region, including commuter rail, streetcar, bus rapid transit, and others.

On July 12, 2013, the GTC Oversight Committee approved the Growing Transit Communities Strategy, a keystone product of the work conducted under the Sustainable Communities grant. Attached is the Executive Summary of this document. The Strategy, which furthers each of the program goals, consists of three components.

1. *A Regional Compact* affirms the diverse partners' support for the work to date, and the collective commitment to work toward regional goals. The compact calls for a continuing regional effort involving the region's diverse partners' collaboration beyond the life of the grant, and clearly recognizes an acute need for additional resources to maintain and expand public transportation, as well as resources and tools to create and preserve affordable housing. The compact does not obligate partners to implement all recommendations, but rather to consider and adopt tools that fit best with community or organizational needs and available resources.
2. *Recommended Strategies and Actions*, a toolkit of 24 recommended strategies with 204 implementing actions organized under eight broad implementation approaches, is intended to provide a menu of potential actions that partners throughout the region, including PSRC, local governments, transit agencies, and non-governmental stakeholders, should consider and take over time to make progress towards the goals. Among the project partners there is mutual understanding that some tools may work in some locations, and that each partner retains flexibility and

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discretion in pursuing the strategies that will work best in specific locations.

3. *Individual Work Plans* to implement the Strategy. These are local government, agency, or organization specific work plans that are developed individually, in consultation with PSRC staff, and define short- and medium-term actions that each entity can take to implement the Strategy. It is anticipated that comprehensive plan updates, next due for King County jurisdictions in 2015, are among the opportunities for integrating recommendations from the Growing Transit Communities work.

One of the key recommendations and implementation strategies contained in the *GTC Strategy*, which is explicitly referenced in the *GTC Compact*, is to provide housing choices affordable to a full range of incomes near high capacity transit. The *Compact* recognizes that housing should be preserved and developed within transit corridors that serve very low income households earning less than 30% of area median income (AMI) and serve low income households earning between 30% and 50% of AMI. Perhaps the most controversial aspect of the *Compact* is the goal that affordable housing be developed and/or preserved within transit corridors in proportion to actual regional needs. The *Compact* recognizes that 13% of the region's households earn less than 30% of AMI and that another 12% earn between 30% and 50% of AMI. These are goals only, and under the terms of the *Compact*, local and county governments have no mandatory obligation to insure that affordable housing in these proportions is actually developed. But the *Compact* clearly underscores the need to provide equitable access among all income groups to housing and transportation opportunities. These goals are far more ambitious than what is typically found in the incentive zoning codes for most cities and are closely aligned with KCHA's housing development objectives.





# Growing Transit Communities Strategy

## Executive Summary

Our region has a shared vision for a sustainable future that will benefit our people, our prosperity, and our planet. VISION 2040, the central Puget Sound region's long-range plan for growth, transportation, and economic development, describes the commitments, actions, and stewardship needed over many decades by many stakeholders to achieve far-reaching goals. As the region grows to 5 million people—a more than 30 percent increase—by the year 2040, a key goal calls for growth within existing urban areas and especially in compact, walkable communities that are linked by transit.

The region's recent commitments to invest over \$15 billion in high-capacity transit (light rail, bus rapid transit, express bus, streetcar, and commuter rail) present an once-in-a-lifetime opportunity to locate housing, jobs, and services close to these transit investments, and to do so in a way that benefits surrounding communities. A region-wide coalition of businesses, developers, local governments, transit agencies, and nonprofit organizations—the Growing Transit Communities Partnership—spent three years working together to create solutions that will encourage high-quality, equitable development around rapid transit.

### The Challenges

Growth, as envisioned in VISION 2040, should benefit all people by increasing economic development and access to jobs, expanding housing and transportation choices, promoting neighborhood character and vitality, and improving public health and environmental quality. But, this is easier said than done. In particular, this growth may magnify several challenges currently facing the region:



**Living in and working in walkable, transit-served communities.** Recent market studies show that there is significant unmet demand for housing and jobs located within walking distance of transit. Many people want to live and work in compact, complete, and connected communities, but investments in transit and in transit station areas have fallen behind. Attracting growth to transit communities will require policies to encourage more housing and jobs near transit along with investments in the infrastructure and services for a growing population.



**Housing choices for low and moderate income households near transit.** Forty-three percent of the region's households make less than 80 percent of the area median income. However, most new market-rate housing that is accessible to transit is unaffordable to these households. With new investment in transit communities, many lower-cost units are at risk of displacement. For the lowest income households, many of whom are transit dependent, the supply of subsidized housing is far short of the need. Building mixed-income communities that meet these needs will require improved strategies to minimize displacement, and preserve and produce diverse housing types affordable to a full range of incomes.



**Equitable access to opportunity for all the region's residents.** Analysis of indicators across the region reveals that too many people do not have access to education, employment, mobility, health, and neighborhood services and amenities. These community resources are the building blocks that create the opportunity to succeed and thrive in life. Transit communities, with their access to the region's jobs, institutions, and services are critical focal points for achieving greater equity for the region's diverse residents. As these communities grow through public and private investment, equitable development will require targeted community improvements and strategies to connect existing and future residents to greater regional resources.

## Why Now?

In the last decade, central Puget Sound voters have approved a series of high-capacity light rail and other transit investments—a commitment of approximately \$15 billion—that will serve the region's most densely populated and diverse communities for decades to come. These investments present an once-in-a-lifetime opportunity to support and improve existing communities and meet regional goals through strategies to make great places for people to live and work. In order to do this, the region must:

**Leverage transit investment to build sustainable communities.** Transit investments, such as light rail, streetcars, commuter rail, and bus rapid transit, create value by connecting communities to the larger region. Transit communities are the best opportunity for the region to become more sustainable, prosperous, and equitable.

**Create new resources and tools.** Current resources available to governmental and non-governmental agencies alike are not enough. New tools and funding sources will be necessary to meet infrastructure, economic development, housing, and other community needs.

**Work together across the region and across sectors.** It will take collaboration among a wide spectrum of public, private, and nonprofit agencies and organizations working together to promote thriving and equitable transit communities. There are roles for everyone in this process.



## The Strategy

How will this all be accomplished? The Growing Transit Communities Strategy calls for regional and local actions that respond to the challenges and opportunities in transit communities and represent major steps toward implementing the growth strategy in VISION 2040. The Strategy was developed by the Growing Transit Communities Partnership, an advisory body of various public, private, and nonprofit agencies and organizations working together to promote successful transit communities. The Partnership, which is funded by a three-year grant from the federal Partnership for Sustainable Communities and is housed at the Puget Sound Regional Council, established three main goals for the Strategy:

- *Attract more of the region's residential and employment growth near high-capacity transit*
- *Provide housing choices affordable to a full range of incomes near high-capacity transit*
- *Increase access to opportunity for existing and future community members in transit communities*

### *Recommended Strategies and Actions*

Twenty-four strategies, guided by a People + Place Implementation Typology, constitute the "playbook" for the Growing Transit Communities Strategy. From overarching regional approaches to local and individual actions, together these provide a set of coordinated steps toward ensuring a prosperous, sustainable, and equitable future.

The Strategy presents 24 strategies recommended by the Growing Transit Communities Partnership and includes specific actions for PSRC, transit agencies, local governments, and other regional partners. The recommendations address the three main goals for transit communities. As a whole, the strategies are a call to action for partners across the region to redouble efforts to create great urban places and build equitable communities around transit. Fully recognizing the strong policy

foundation embodied in regional and local plans, as well as the innovative work in implementing those plans to date, the Partnership makes these recommendations as a challenge to do more than is being doing today.

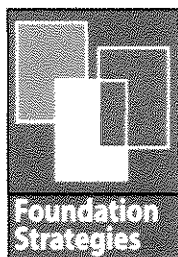
The Growing Transit Communities Recommended Strategies and Actions fall into four groupings:

The **Foundation Strategies** recommend a regional and local framework for ongoing work to support transit communities. Modeled on the relationships and values at the heart of the Growing Transit Communities Partnership, these strategies envision an ongoing regional effort involving a variety of partners and community members in decision making and implementation at all levels.

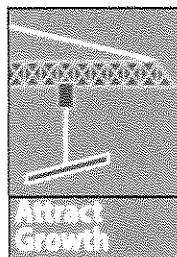
The **Strategies to Attract Housing and Employment Growth** recommend actions to make great urban places that are attractive to households and businesses, remove barriers to development, and support development in emerging markets.

The **Strategies to Provide Affordable Housing Choices** recommended actions to define and quantify housing needs, preserve existing affordable housing and supply new housing choices, and capitalize on the value created by the private market—enhanced by transit investments—in order to achieve the broadest range of affordability in transit communities.

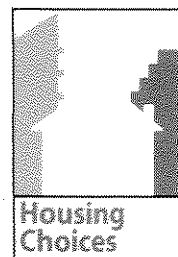
The **Strategies to Increase Access to Opportunity** recommend actions to understand regional disparities in access to opportunity, identify existing and potential new resources and tools to meet community needs, and build support for equitable opportunities through education, coalitions, and leadership.



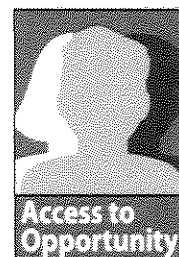
1. Establish a regional program to support thriving and equitable transit communities
2. Build partnerships and promote collaboration
3. Engage effectively with community stakeholders
4. Build capacity for community engagement
5. Evaluate and monitor impacts and outcomes



6. Conduct station area planning
7. Use land efficiently in transit communities
8. Locate, design, and provide access to transit stations to support TOD
9. Adopt innovative parking tools
10. Invest in infrastructure and public realm improvements



11. Assess current and future housing needs in transit communities
12. Minimize displacement through preservation and replacement
13. Direct housing resources to support transit-dependent populations
14. Implement a TOD property acquisition fund
15. Expand value capture financing as a tool for infrastructure and affordable housing
16. Make surplus public lands available for affordable housing
17. Leverage market value through incentives
18. Implement regional fair housing assessment

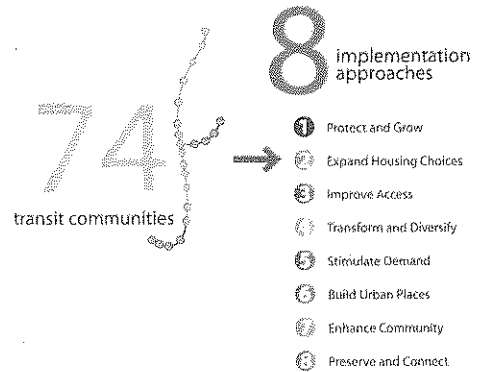


19. Assess community needs
20. Invest in environmental and public health
21. Invest in economic vitality and opportunity
22. Invest in equitable mobility options
23. Invest in equitable access to high quality education
24. Invest in public safety in transit communities

Successful implementation will require shared commitment and collaboration among governments, major stakeholders, and community members. There are roles for many different regional and local partners, each with a distinct jurisdiction, authority, and mission. Consistent with those roles, all are asked to use the Recommended Strategies and Actions as a “playbook” for taking action to advance the regional vision of creating thriving and equitable transit communities in a manner that is a best fit to each community.

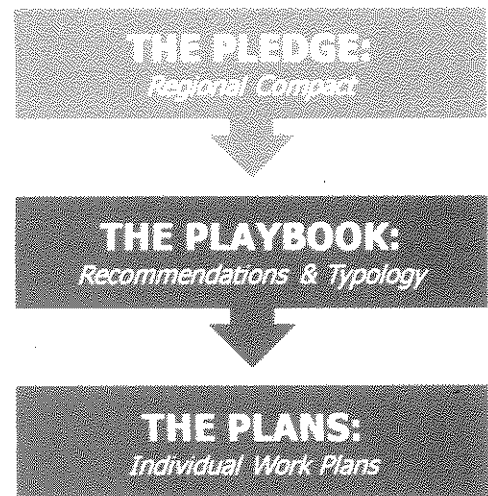
### *People + Place Implementation Typology*

No two transit communities are alike. Accordingly, there is no one-size-fits-all approach to the strategies that will help a transit community thrive and grow with equitable outcomes for current and future community members. The Strategy presents the People + Place Implementation Typology as a regional framework for local implementation. Working with stakeholders from each of three major light rail corridors, the Partnership analyzed conditions in 74 study areas as a basis for a set of locally tailored recommendations. Based on indicators of the physical, economic, and social conditions in each transit community, the results of this typology exercise suggest eight Implementation Approaches. Key strategies and investments address the needs and opportunities in different communities, while also advancing regional and corridor-wide goals. The Implementation Approaches and typology analysis are intended to complement and inform existing regional and, especially, local plans as they are implemented, evaluated, and refined in the coming years.



### **The Next Steps**

The Growing Transit Communities Strategy includes a three-part implementation plan to promote thriving and equitable transit communities in the central Puget Sound region. The **Regional Compact** affirms the support of a variety of partners from throughout the region for the Partnership's work and a commitment to work toward regional goals by implementing the Strategy. The **Typology and Recommended Strategies and Actions**, as described above and detailed in the body of this report, include eight implementation approaches, 24 recommended strategies, and corridor specific priorities that will guide an evolving approach to transit communities. The **Individual Work Plans** are local government, agency, or organization specific work plans, to be developed individually and in consultation with PSRC staff, which define short- and medium-term actions that can implement the Strategy. The nature and format of the Individual Work Plans will vary to reflect the diversity of public and private partners, legislative and decision-making processes, and actions adopted.



By working together, the central Puget Sound region can achieve its vision for a sustainable future that advances our people, our prosperity, and our planet. The Growing Transit Communities Strategy lays out essential tools and actions to get us there.



September 2013. For more information on the Growing Transit Communities Strategy, please visit [www.psrc.org](http://www.psrc.org).

THE HOUSING AUTHORITY OF THE COUNTY OF KING

RESOLUTION NO. 5445

AUTHORIZING THE EXECUTIVE DIRECTOR TO SIGN THE GROWING  
TRANSIT COMMUNITIES COMPACT

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**WHEREAS**, the Central Puget Sound region has received a \$5 million Sustainable Communities Planning Grant from the U.S. Dept. of Housing and Urban Development to be used to develop a regional, collaborative policy framework for planning development within transit corridors located in King, Pierce and Snohomish Counties called the *Growing Transit Communities Program*; and

**WHEREAS**, on June 8, 2011, the King County Housing Authority's Board of Commissioners adopted Resolution 5331 authorizing the Executive Director to sign the Memorandum of Understanding which acknowledged KCHA's support for the program and made KCHA a member of the *Growing Transit Communities Partnership*; and

**WHEREAS**, over the last two years the *Partnership* has engaged in a collaborative regional process to develop a *Growing Transit Communities Strategy* that establishes wide ranging goals and strategies for creating sustainable, equitable communities within the region's transit corridors; and

**WHEREAS**, the *Growing Transit Communities Compact* is a nonbinding agreement between cities, counties, transit agencies, affordable housing providers, public health agencies, educational institutions, and other regional stakeholders where the signatories recognize and support the goals, strategies and actions set forth in the *Growing Transit Communities Strategy*.

**WHEREAS**, the development of low income and affordable housing within transit corridors is a critical component of the *Growing Transit Communities Compact*; and

**WHEREAS**, the King County Housing Authority's Board of Commissioners has identified the development of low income and affordable housing within transit corridors as an important KCHA initiative.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING:**

1. The King County Housing Authority supports the goals, strategies, and actions set forth in the *Growing Transit Communities Compact*.
2. The Executive Director is authorized to sign the *Growing Transit Communities Compact* in substantially the form attached hereto.

**ADOPTED AT A SPECIAL MEETING OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING THIS 23 DAY OF SEPTEMBER, 2013.**

**THE HOUSING AUTHORITY OF THE  
COUNTY OF KING, WASHINGTON**

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**DOUG BARNES**, Chair  
Board of Commissioners

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**STEPHEN J. NORMAN**  
Secretary



# Growing Transit Communities Compact

## Preamble

VISION 2040 was approved as the central Puget Sound region's plan for sustainable development following a broad-based, collaborative planning process. Central Puget Sound region voters also approved a series of high-capacity light rail and transit projects—a commitment of approximately \$15 billion—that will serve the region's most densely populated and diverse communities for decades to come. These investments present a once-in-a-lifetime opportunity to shape the region's urban form and ensure that transportation improvements support sustainable development and foster vibrant, healthy neighborhoods for all.

Recognizing what this unprecedented opportunity means for the region and its residents, a broad coalition of stakeholders came together to identify what will be needed to create the sustainable, equitable communities envisioned in the region's plans. The result was the Growing Transit Communities Partnership.

The Growing Transit Communities Partnership produced the Growing Transit Communities Strategy as a tool to implement VISION 2040 and local comprehensive plans adopted under the state Growth Management Act, and which is supported by this Compact. Its goals and recommendations are wide-ranging, developed with the recognition that some tools and approaches may work in some locations but not in others, and that each partner retains flexibility and discretion in pursuing the strategies most appropriate to local needs and conditions. However, the envisioned outcomes, consistent with VISION 2040, require an ongoing dedicated partnership of many interests, including cities, counties, transit agencies, businesses and employers, housing authorities, public health agencies, affordable housing providers, educational institutions, community-based organizations, and development interests.

And while the Compact is not legally binding and does not mandate adoption of any particular policies or actions, it expresses the need for many and diverse partners to work together over time to achieve its goals, recognizing that opportunities for success cannot be achieved unless we work together.

Therefore, as signatories to the Compact, we commit ourselves to working in partnership to achieve the goals and strategies in this Compact, while respecting the diversity of interests, perspectives, and responsibilities throughout the region.

\*\*\*

**Whereas** the central Puget Sound region has adopted VISION 2040, with the following vision statement:

*Our vision for the future advances the ideals of our people, our prosperity, and our planet. As we work toward achieving the region's vision, we must protect the environment, support and create vibrant, livable, and healthy communities, offer economic opportunities for all, provide safe and efficient mobility, and use our resources wisely and efficiently. Land use, economic, and transportation decisions will be integrated in a manner that supports a healthy environment, addresses global climate change, achieves social equity, and is attentive to the needs of future generations.*

and;

**Whereas** the central Puget Sound region is expected to add 1.3 million people and 1.1 million jobs by the year 2040; and

**Whereas** VISION 2040 includes among its goals (1) maintaining a prosperous and sustainable regional economy by supporting businesses and job creation, investing in all people, sustaining environmental quality, and creating great central places, diverse communities, and a high quality of life, and (2) focusing growth within already urbanized areas to create walkable, compact, and transit oriented communities, and (3) meeting housing needs through preservation and expansion of a range of affordable, healthy and safe housing choices; and

**Whereas** the voters of the central Puget Sound region have committed to a \$15 billion investment in light rail, commuter rail, bus rapid transit and local streetcar service that creates a once-in-a-lifetime opportunity to plan for and support the growth of communities near high capacity transit; and

**Whereas** in 2010 the region adopted Transportation 2040, a long-range transportation plan designed to implement VISION 2040 that calls for implementation of an aggressive transit strategy to keep up with increasing population and employment growth, including completion of Sound Transit 2 projects, additional Link light rail extensions to Everett, Tacoma, and Redmond, and local transit service increases of more than 100 percent in peak periods and over 80 percent in off-peak periods; and

**Whereas** The Regional Economic Strategy recognizes that transportation investments must address the diverse needs of the region's economy and support key employment sectors, provide more convenient and varied transportation options, and improve travel reliability to maintain and enhance quality of life in the region for workers and support local businesses; and

**Whereas** approximately 45% of households currently residing in proximity to existing and planned light rail corridors are moderately or severely housing cost burdened; and

**Whereas** current income distribution for the region shows 13% of households earn between 0-30% of the area median income, 12% of households earn between 30-50% of the area median income, and 18% of households earn between 50-80% of the area median income; and

**Whereas** new market-rate housing trends and subsidized housing resources are not providing sufficient housing choices in transit communities for households earning under 80% of the area median income; and



**Whereas** the combined cost burden of housing plus transportation can be substantially reduced by locating affordable housing opportunities in proximity to transit; and

**Whereas** the report “Equity, Opportunity, and Sustainability in the Central Puget Sound Region” identifies a widespread pattern within the region of unequal household access to educational, economic, transportation, environmental health, and neighborhood resources; and

**Whereas** many communities that are now or may be served by high-capacity transit are home to low-income and minority households and small locally- and minority-owned businesses that are at a potentially higher risk of displacement due to a range of factors; and

**Whereas** transit-oriented development is a land use pattern with many social, economic, and environmental benefits, including more sustainable and efficient use of urban land, support for regional and local economies, reduced combined housing and transportation costs per household, and improved access and mobility for residents; and

**Whereas** the Growing Transit Communities Partnership, a diverse coalition of governmental and nongovernmental partners, was funded by a grant from the federal Partnership for Sustainable Communities for the express purpose of helping to implement VISION 2040 by leveraging regional transit investments to create thriving and equitable transit communities around light rail and other high-capacity transit stations; and

**Whereas** the Equity Network Steering Committee has defined equity to mean that all people can attain the resources and opportunities that improve their quality of life and enable them to reach their full potential; and

**Whereas** the Growing Transit Communities Partnership defines equitable transit communities as follows:

*Equitable transit communities are mixed-use, transit-served neighborhoods that provide housing and transportation choices, and greater social and economic opportunity for current and future residents. Although defined by a half-mile walking distance around high-capacity transit stations, they exist within the context of larger neighborhoods with existing residents and businesses.*

*These communities promote local community and economic development by providing housing types at a range of densities and affordability levels, commercial and retail spaces, community services and other amenities integrated into safe, walkable neighborhoods.*

*Successful equitable transit communities are created through inclusive planning and decision-making processes, resulting in development outcomes that accommodate future residential and employment growth, increase opportunity and mobility for existing communities, and enhance public health for socially and economically diverse populations*

**Whereas** Growing Transit Communities Partners recognize that transit communities throughout the region will have unique roles, functions, and opportunities, and will develop with different uses at varying intensities; and

**Whereas** creating vibrant transit-oriented communities can be substantially advanced through the development of additional tools and funding for infrastructure improvements in communities along transit corridors; and

***Whereas** Growing Transit Communities Partners believe that progress toward creating equitable transit communities will depend on active participation from a full range of partners over the long term, including transit agencies, businesses, non-profit organizations, as well as local jurisdictions and the Puget Sound Regional Council; and*

***Whereas** the Growing Transit Communities Partnership has developed a Toolkit of Strategies and Actions that recommend adoption of specific actions and tools by regional and local governments, by both public and private stakeholders, in order to create, grow, and enhance equitable transit communities throughout the region; and*

***Whereas** updates to local comprehensive plans and development regulations, transit agency plans, and the refinement of regional growth and transportation plans present continuing opportunities to implement the Toolkit of Strategies and Actions;*

**Now, therefore, the signatories to this Regional Compact:**

Agree that the region's long-range growth management, economic, environmental, and transportation goals depend heavily on continued investment in more and better public transportation services ; and

Acknowledge the acute need for additional resources and tools to create and preserve affordable housing throughout the region; and

Recognize that cities and counties will require new resources to create the critical physical and social infrastructure that will support growth, including transportation, utilities, recreation, and public services; and

Agree that progress toward equitable transit communities requires a cooperative, regional approach with diverse partners across governmental and nongovernmental sectors that supports and builds upon existing and ongoing planning efforts by regional and local governments and transit agencies; and

Commit to build upon the work of the Growing Transit Communities Partnership through the promotion of equitable transit communities in light rail station areas and transit nodes located within the region's three long-range light rail transit corridors, and around transit nodes outside these corridors in other parts of the region; and

Recognize that each corridor is at a different stage of high-capacity transit system development, and that future stations may be identified and sited that should also be considered under this Compact; and

Understand that this Compact is designed to express the intent of diverse partners to work together toward common goals, with specific actions identified by partners appropriate to their roles and responsibilities; and

Recognize that the policies and programs promoted by the Growing Transit Communities Partnership may also benefit community development around other transit investments and corridors, including but not limited to bus rapid transit, streetcar, commuter rail, intercity express bus, and ferries; and

Support a continuing process of collaboration and coordinated action to advance the development of equitable transit communities, as guided by the following goals, signatories to this Compact will strive to:

***Attract more of the region's residential and employment growth to high capacity transit communities.***

VISION 2040 calls for a compact pattern of growth within the Urban Growth Area, particularly in regional and subregional centers served by high capacity transit. The Growing Transit Communities work program has demonstrated that the region's light rail corridors alone have the potential to support this vision by attracting at least 25% of the housing growth and 35% of the employment growth expected in the region through the year 2040. Attracting additional TOD market demand to other regional corridors that are served by other types of high capacity transit is also essential. To advance the Regional Growth Strategy adopted in VISION 2040, promote economic development, and realize the multiple public benefits of compact growth around rapid transit investments, the signatories to this Compact will strive to:

- Use a full range of tools, investments, and economic development strategies, to attract the potential demand for residential and commercial transit oriented development within transit communities consistent with and in furtherance of regional policies and plans, and
- Plan for and promote residential and employment densities within transit communities that support ridership potential and contribute to accommodating growth needs within each high-capacity transit corridor.

Additional transit communities along the region's other high-capacity transit mode corridors will also attract significant portions of future residential and employment growth.

***Provide housing choices affordable to a full range of incomes near high-capacity transit.***

Adopted regional policy recognizes housing as a basic human need and calls for local policies and tools that provide for an adequate supply of housing affordable at all income levels, to meet the diverse needs of both current and future residents. Region-wide, affordable housing need is defined by current household incomes, where 18% of households earn between 50% and 80% of AMI, 12% earn between 30% and 50% of AMI, and 13% earn less than 30% of AMI. In transit communities, projected need for affordable housing is higher, especially for households in the lowest income range due to their greater reliance on transit. Depending on local market conditions, efforts to meet that need will focus on new housing, housing preservation, or combined strategies.

In order to meet a substantial portion of this need within walking distance of rapid transit services, the signatories to this Compact will strive to:

- Use a full range of housing preservation tools to maintain the existing level of affordable housing within each transit community, and
- Use a full range of housing production tools and incentives to provide sufficient affordable housing choices for all economic and demographic groups within transit corridors, including new housing in the region's transit communities collectively that is proportional to region-wide need or greater to serve transit-dependent households.

These goals apply to the region's transit corridors collectively, and do not suggest a specific desired outcome for any individual transit community. Further, fully attaining these goals will require new tools, resources, and subsidies beyond those that exist today.

***Increase access to opportunity for existing and future residents of transit communities.***

Adopted regional policy recognizes the need to address the diverse housing, transportation and economic needs of current and future residents so that all people may prosper as the region grows. This requires special attention to communities that lack access to transportation choices, quality schools, and other social and physical neighborhood components that allow community members to thrive and succeed.

In order to more equitably meet the needs of all residents of the region, the signatories to this Compact will strive to:

- Improve access to opportunity in the transit corridors through targeted investments that meet the needs of residents and businesses in communities with limited access to opportunity, targeted affordable housing investments in communities with good access to opportunity, and transit connections linking areas with good access to opportunity and areas with limited access to opportunity.
- Use a full range of community engagement strategies to increase the involvement of diverse and historically under-represented groups in transit community development, empower communities to influence decisions at all levels of government, and ensure opportunities for participation throughout decision-making processes.

In order to maximize this historic opportunity, show regional leadership, and act as a national model of how diverse stakeholders can make transformative decisions that advance a region's goals for its people, its prosperity, and the planet, the signatories to this Compact pledge to work individually and collaboratively toward the goals described above, and toward the implementation of the Growing Transit Communities Strategy, as appropriate to each jurisdiction and organization. PSRC will periodically convene representatives of Compact signatories as an Advisory Committee to evaluate the region's progress over time toward achieving equitable transit communities. PSRC's regional monitoring program will track progress of implementing and achieving the goals described in this compact.



For more information on the Growing Transit Communities Partnership, please contact Program Manager Ben Bakkenta (bbakkenta@psrc.org or 206-971-3286) or visit the Growing Transit Communities website at <http://www.psrc.org/growth/growing-transit-communities/>

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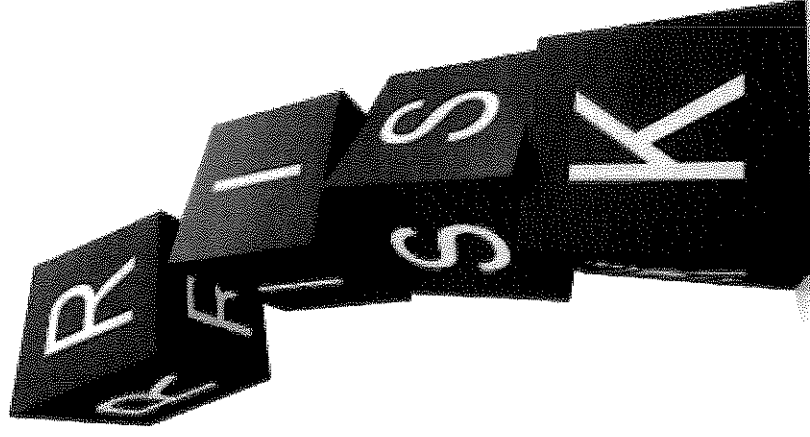
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**Risk Management and Insurance Program  
Annual Review**

Copy of PowerPoint to be presented at September 23  
Board of Commissioners' meeting

# *King County Housing Authority*

## 2013 Risk Management and Insurance Program Annual Review



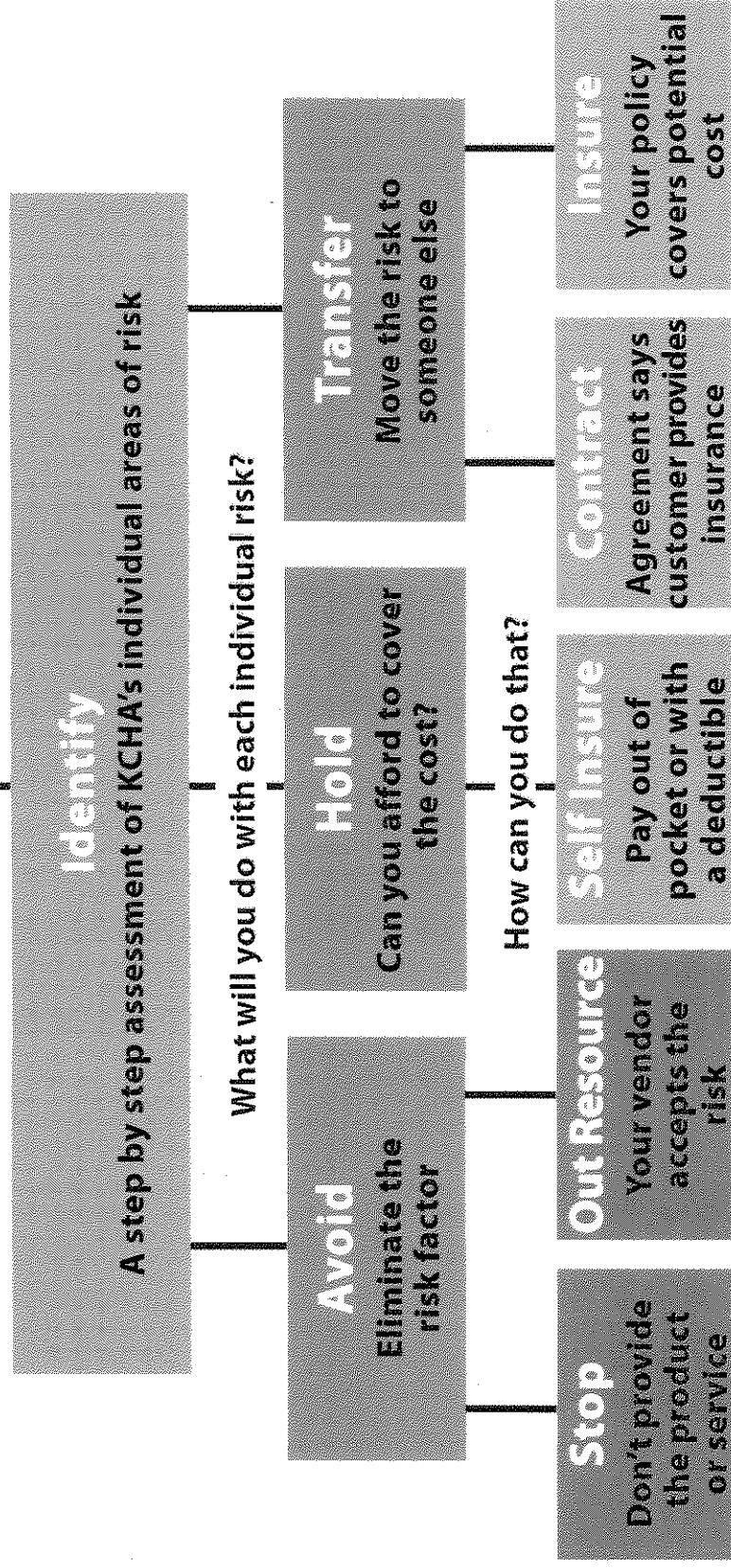
# Risk Management Teams/Roles

- KCHA Team
  - Staff
  - Part of Administrative Services Department
  - Partner with HR and TPA on Workers Compensation
- PSF Team Introductions
  - Management, Account Team, Support Services (claims, loss control and surety)
- PSF Role in KCHA Risk Management Program
  - Insurance Broker
  - Risk Management Consultant
  - Loss Control



# Risk Management Program Elements

## Risk Management



# PSF Stewardship Report

- Annual Review of work performed in prior contract year – March 2012-13
- PSF/KCHA Insurance and Risk Consulting Services
  - Base Contract
  - Enhancements
- 2012 Highlights
  - 5% property rate reduction for Tax Credit Portfolio in 2012/13
  - Reduced Tax Credit Portfolio deductible from \$25,000 per occurrence to \$10,000 per occurrence
  - Completed 4 training classes (Topics included Construction Contracts, Tracking of Certificates and Claims Reporting)
  - Semi-annual meetings with Portfolio Managers
  - Insurance Brokerage
  - EPREP Policy Review
  - Present Annual Report to the Board

# Insurance Program

- Multiple carriers involved – 12 carriers and 26 policies
- Total Premiums - \$1.4mm (without workers compensation)
- Total Square Footage – 7,312,723
- Total Number of Units – 8,672
- Total Values – \$968,890,884

# Property/Liability Claims

- Losses
  - Property
    - 2012-13 policy year 5 property losses reported, estimated total costs slightly under \$1.8mm
  - Liability – 5 year average annual claim amount \$80,733; 5 year average loss ratio 32.21%
  - Auto – 5 year average annual claim amount \$24,000; 5 year average loss ratio 32%
  - Workers Compensation
- Trends
  - No specific trends identified with claims activity

# Safety/Workers Compensation

- Development of Robust Safety Program
- Claims Activity
  - Incident Rate -- 50% reduction in last ten years.
  - Loss Ratios -- Variable, 3-year moving average down 30%.
  - Experience Modifier -- Cut nearly in half over last ten years.
  - Premium Rates (\$) -- L&I up about 29% in just the last 5 years, but the actual KCHA rates have reduced slightly during that same period due to positive loss history.

# Current Focus/Initiatives

## **PSF Renewal Activity**

- Changes within HARRP program in 2013
  - Mold/Meth
- Pollution Coverage Analysis
- Catastrophic Exposures (Earthquake & Flood)
- Carrier Approach to 2013 Renewals

## **Risk Management Projects**

- Benchmarking/Tracking Cost of Risk for Organization
- Daycares
- Contracts Manual
- Claims Manual

# Summary

- Complex Risk Management Program
  - Identify Risks
  - Analyze Options
  - Recommend Solutions/Mitigations
  - Implement
  - Monitor and Follow-up
- Questions

# **Risk Management and Insurance Program Annual Review**

Supplemental Information & Charts



# KCHA PROPERTY INSURANCE PROGRAM 2012-13

TOTAL PROPERTY PREMIUMS: \$737,572

## KCHA Properties HARRP

\$373,965,502 Bldg. Limit  
\$6,001,959 Contents Limit  
\$20,415,745 Rental Income  
\$116,565 Mobile Equip.

10/01/12 - 10/01/13

## Sedro Wolley Property HARRP

\$7,090,818 Building Limit  
\$105,134 Contents Limit

10/01/12 - 10/01/13

## KCHA Locations Bus. Pers. Prop./Inland Marine North Pacific Ins. Co. (Liberty NW)

Property - Per Loc.  
Various scheduled locations

10/01/12 - 10/01/13

## Tax Credit Properties Lexington Ins. Co. (AIG)

\$75,000,000 Loss Limit  
(incl. Equip. Breakdown)  
\$5,000,000 Bus Income/Rental Value  
\$1,000,000 Flood, except  
\$2,500,000 Any one Occ. - Flood\*  
\$2,500,000 Any one Occ. - EQ\*  
(\*at scheduled locations)

\$10,000 - Deductible, except  
\$10,000 Equip. Breakdown,  
5%/\$100,000 min. Earthquake  
\$100,000 (max \$500,000) Flood  
1 day Bus Income/Rental Value

Includes Excess Flood/ & EQ for:  
Picking Court, St View

10/01/12 - 10/01/13

## Non-Profit Property (part of package with GL) Great American

\$9,215,933 Bldg Building  
\$9,215,933 Equip Breakdown  
\$249,474 Bldg Pers. Property

\$10,000 Ded.

10/1/12 - 10/01/13

# KCHA LIABILITY INSURANCE PROGRAM 2012-13

TOTAL LIABILITY PREMIUMS: \$771,737

<u>Excess Liability</u> Lexington Insurance Co. (AIG) \$10,000,000 Aggregate Limit 10/01/12 – 10/1/13		<u>Excess Liability</u> Lexington Insurance Co. (AIG) \$3,000,000 Agg. xs \$2,000,000 SIR 10/01/12 – 10/01/13		<u>KCHA Gen. Liab.</u> HARRP \$2,000,000 Agg Limit 10/01/12 – 10/01/13		<u>Sedro Woolley Liab.</u> HARRP \$2,000,000 Agg Limit 10/01/12 – 10/01/13		<u>Non-Profit Liab.</u> Great American \$2,000,000 Agg Limit 10/01/12 – 10/01/13		
<u>Bond</u> HARRP General Liability \$5,000,000 Agg Limit 10/01/11 – 10/01/12	<u>Tax Credit - XS Liability</u> Great American Alliance Ins. Co. \$4,000,000 Per Occ/Agg. 10/01/12 – 10/1/13		<u>Automobile - XS Liab</u> Liberty Mutual \$4,000,000 Ag Limit 10/1/12 – 10/01/13		<u>KCHA Automobile</u> Philadelphia Ins. Co. \$1,000,000 Any Auto 10/1/12 – 10/1/13		<u>Tax Credit - Gen'l Liab.</u> Great American Assur Co. \$1,000,000 Per Occ. \$2,000,000 Agg Limit (per location) 10/01/12 – 10/01/13		<u>Green River Homes 2 Project</u> Mt Hawley Ins Co \$1,000,000 Per Occ. \$2,000,000 Agg. Limit 3/22/12 – 3/22/13	
									<u>Fairwind Project</u> Mt Hawley Ins Co. \$1,000,000 Per Occ. \$2,000,000 Agg. Limit 3/29/12 – 3/29/14	

# KCHA INSURANCE PROGRAM 2012-13 – OTHER POLICIES

<b>NFIP Flood Policies – SI View Pickering Ct.</b> Hartford Ins. Co of the Midwest  \$250,000 Building Limit (ea. location) various Contents Limit  \$1,000 Deductible – Bldg (ea. bldg) \$1,000 Deductible – Contents (ea. bldg)	<b>Locations Covered:</b> 400 Pickering Ct, Snoqualmie, WA 410 Pickering Ct, Snoqualmie, WA 420 Pickering Ct, Snoqualmie, WA 440 Pickering Ct, Snoqualmie, WA 445 Pickering Ct, Snoqualmie, WA 460 Pickering Ct, Snoqualmie, WA 480 Pickering Ct, Snoqualmie, WA 485 Pickering Ct, Snoqualmie, WA	11/04/12 – 11/04/13
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<b>NFIP Flood Policies – SI View Hartford Ins. Co of the Midwest</b>  \$250,000 Building Limit (ea. location) \$8,800 Contents (ea. location)  \$500 Deductible – Bldg (ea. bldg) \$500 Deductible – Contents (ea. bldg)	<b>Locations Covered:</b> 404-410 Healy Ave S., North Bend, WA 414-420 Healy Ave S., North Bend, WA 424-430 Healy Ave S., North Bend, WA 454-460 Healy Ave S., North Bend, WA 444-450 Healy Ave S., North Bend, WA	01/01/13 – 01/01/14
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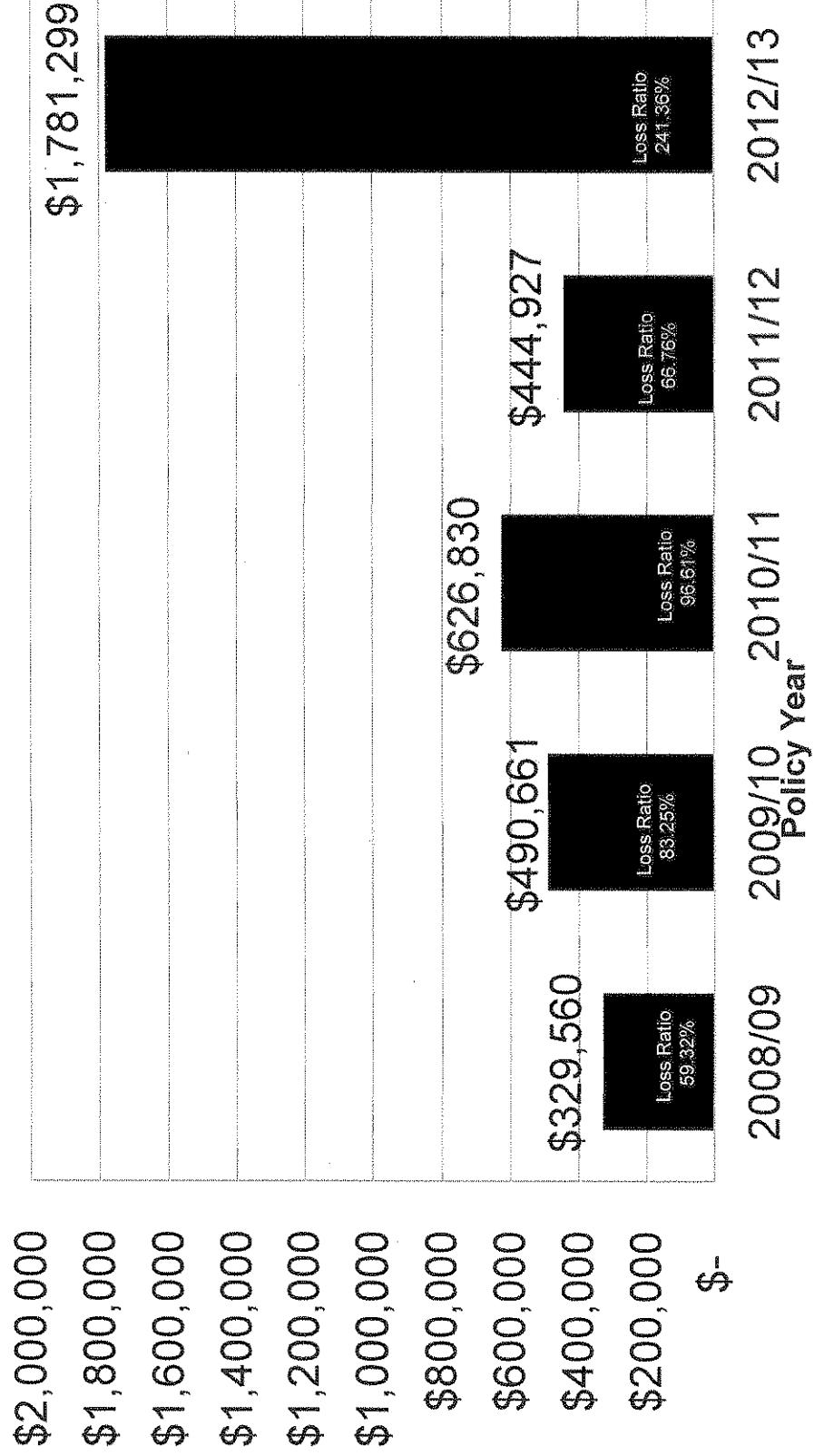
<b>Public Officials E&amp;O &amp; Employment Prac. Liab.</b> Illinois Union Ins Co. (ACE)  \$5,000,000 Agg. Limit \$75,000 Retention		10/01/12 – 10/01/13
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<b>Pollution Liability Contractors (incl. E&amp;O)</b>  Colony Ins. Co. \$1,000,000 Aggregate Limit \$5,000 Deductible – ea. Claim		10/01/12 – 10/01/13
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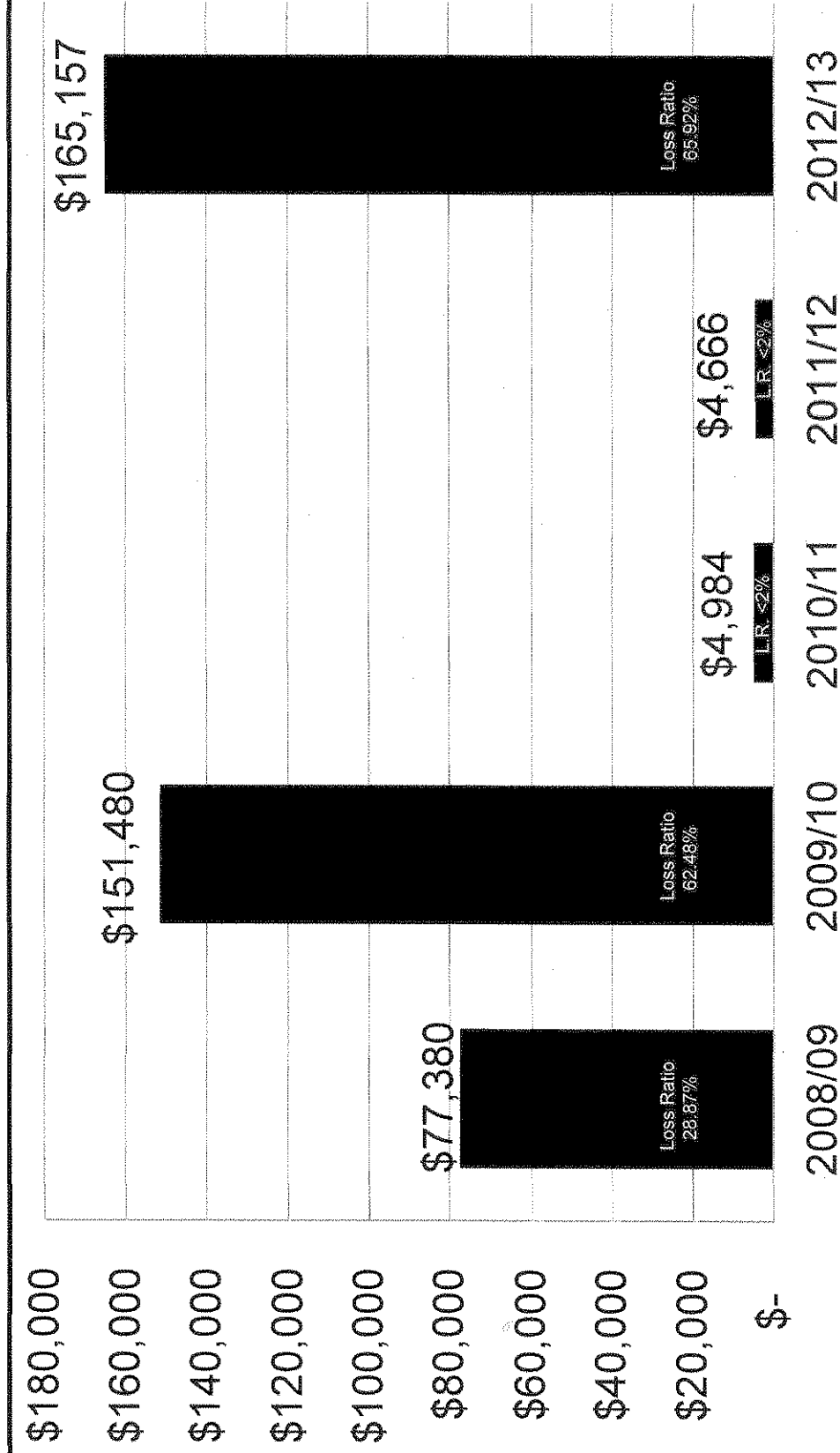
<b>Pollution Liability Lora Lake</b>  Amer. Int'l Spec. (AIG) \$15,000,000 Agg. Limit 8/14/08 - 8/14/18		Ten Year
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<b>Worker's Compensation</b>  Washington State Labor & Industry  Statutory Limits		01/01/13 – 01/01/14
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# **PROPERTY LOSS HISTORY** (Reported claims)



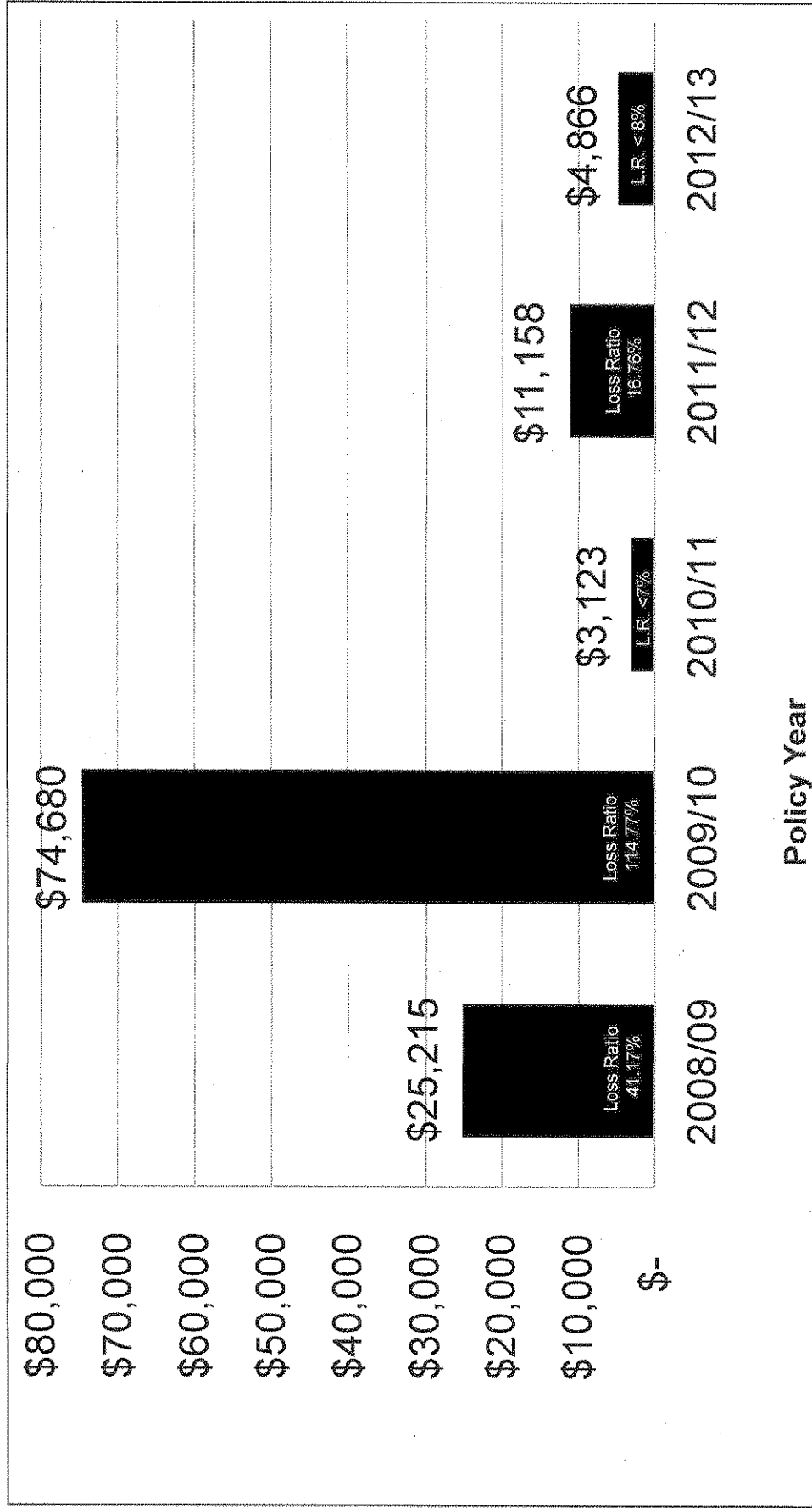
# **LIABILITY LOSS HISTORY** (Reported claims)



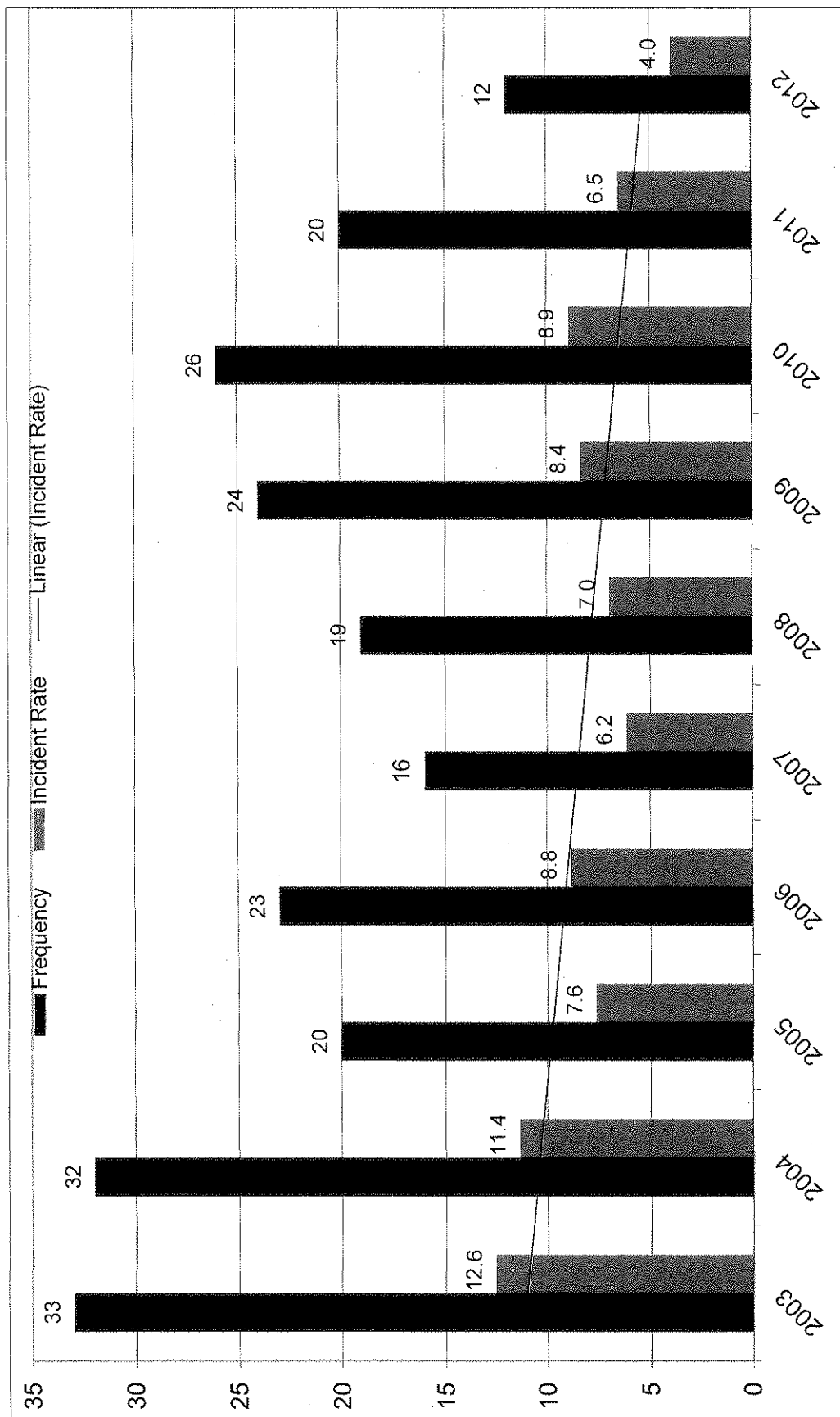
Policy Year



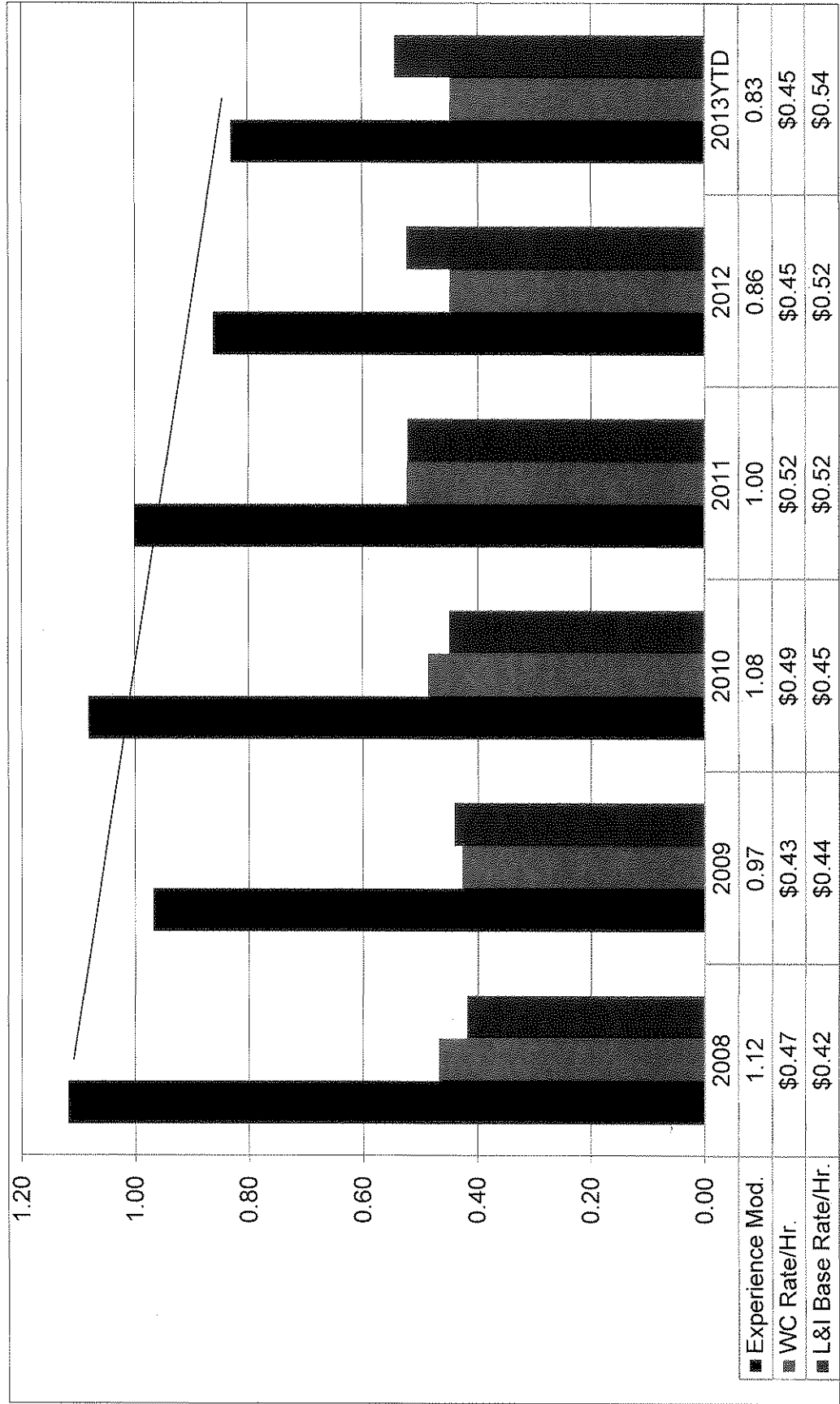
# **AUTO LOSS HISTORY** (Reported claims)



**KCHA L&I CLAIMS ANNUAL TOTAL AND  
INCIDENT RATE (# of Claims per 100 employees)**



# KCHA L&I EXPERIENCE MODIFICATION FACTOR AND WORKERS COMPENSATION PREMIUMS





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## KING COUNTY HOUSING AUTHORITY

**TO:** Board of Commissioners  
**FROM:** Bill Cook  
**DATE:** September 13, 2013  
**RE:** Review of Non-smoking Smoking Implementation

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KCHA fully implemented a non-smoking policy on October 1, 2012 after receiving Board of Commissioners approval in August. This policy converted the remaining inventory of KCHA owned subsidized housing after the initial pilot and expansion efforts were successfully completed in 2008 and 2011.

KCHA's Housing Management Department, in conjunction with the Resident Services Department, have managed the process and continued to follow the enforcement procedures and offered cessation assistance for those residents who have expressed an interest in quitting smoking.

Pursuant to the Board's request, a presentation will be made at the September 23 meeting to update the Commissioners on the progress, challenges and future issues relative to this policy.

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# DAILY JOURNAL OF COMMERCE

*Helping business do business since 1893*

Monday, September 9, 2013

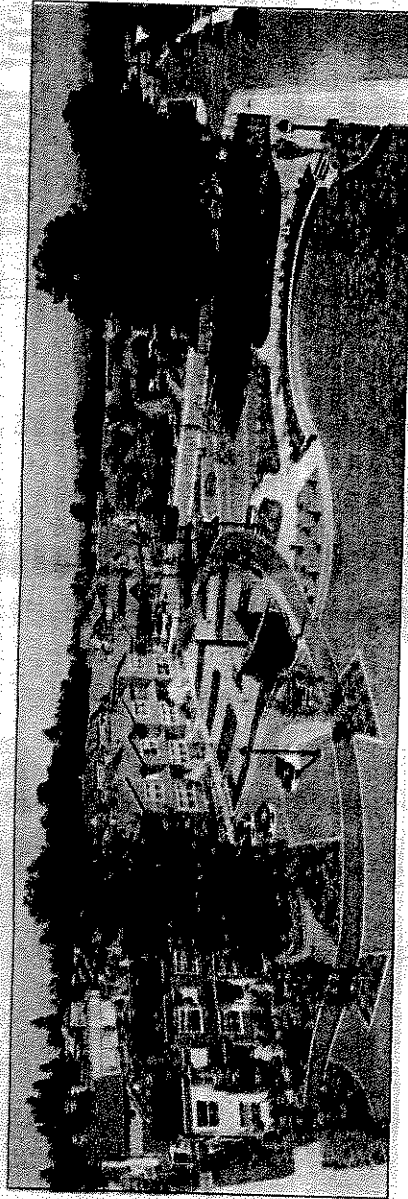


Photo by Steve Keating Photography

## Greenbridge wins neighborhood design award

Greenbridge, a mixed-income community in Seattle's White Center neighborhood, won the 10-Minute Neighborhood Award at the 50th International Making Cities Livable Conference in Portland.

The award recognizes King County Housing Authority and its design team, led by GGLO, for creating a vibrant neighborhood by emphasizing public space, plazas and pathways.

GGLO said Greenbridge replaced

1940s-era housing with a mix of housing types and open spaces, creating a culturally diverse neighborhood with services and connections to the surrounding community.

This photo shows Botanica Park in Greenbridge, which GGLO said was inspired by South American agricultural patterns. The park has a play area, community garden, picnic tables, open lawn and art pieces, and is surrounded by townhomes and cottages.

The award is for work GGLO did over the past 11 years: architecture, interior design, landscape architecture and urban design for nearly all the housing, parks and infrastructure, excluding the community facilities.

Other team members are KPFF and Hugh G. Goldsmith & Associates, civil engineering; Michael Nouwens Structural Consultants and AKB Engineers, structural engineering; and Glumac, mechanical, electrical, plumbing,



Photo by William Wright Photography

## Green River Homes gets an \$11M rehab

King County Housing Authority has completed an \$11.1 million renovation at one of its oldest public housing complexes.

The agency will hold an event at the complex at 11 a.m. Friday to celebrate the reopening.

The 59-unit Green River Homes, at 1103 Ninth St. S.E. in Auburn, had mechanical systems and interiors replaced, and the playground and landscaping were upgraded.

Units were stripped to the studs during the renovation, which was completed in December, according to the agency. The complex now has new roofs, energy-efficient windows, and new siding and architectural details.

The complex was built in 1957, and has a mix of one- to five-bedroom units. Before the renovation, the floor plans were outdated as were the plumbing, heating and electrical systems.

KCHA estimates the project will extend the life of the complex for 40 to 50 years. The work is part of the agency's plan to upgrade its entire portfolio of public housing.

CNJA Architects and Kovalenko Hale Architects were the architects, and Synergy Construction was the general contractor. Nakano Associates and Urban Forestry Services were responsible for landscaping.

The project was financed with a combination of federal low-income housing tax credits, and tax-exempt and taxable financing.

KCHA owns and manages almost 3,300 units of federally funded housing for families, the elderly and disabled people.

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SOUND PUBLISHING INC

FRIDAY, AUGUST 23, 2013

## Green River Homes basks in \$11 million renovation

BY ROBERT WHALE

*rwheale@auburn-reporter.com*

Before a fall on the job saddled her with debilitating injuries, Sandy Goodenhow had been a controller at a board assembly factory in California.

Abruptly unable to work, short on rent money and in danger of becoming homeless, Goodenhow moved to Auburn 13 years ago. She opened a daycare center here, but when work proved impossible because of her injuries,

she moved into King County Housing Authority's Green River Homes on M Street Southeast.

Last year KCHA temporarily relocated Goodenhow and other residents from the housing complex to work on \$11 million worth of renovations to housing that was really showing its age. She moved back in last December.

Confined to a wheelchair, Goodenhow was

[ more HOMES page 3 ]

## [ HOMES from page 1 ]

at the grand reopening of the 56-year-old housing complex Aug. 16 to tell all the dignitaries from city, county, state and federal levels gathered for the occasion how much better her life is today because of those improvements.

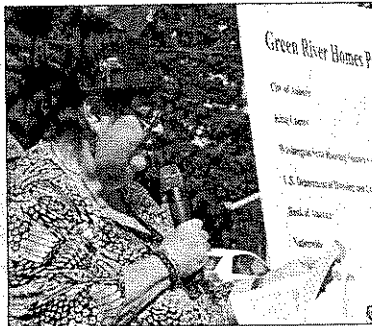
"I have wide doors, so I can easily go through, I asked for metal plates to protect the door from my chair because my hands are bad, and sometimes I want to go one way, and my chair goes another way ... They installed extra grab bars on the tub and cut out an extra section of the tub so it's safer," Goodenhow said.

Goodenhow even let people tour her apartment.

Claude DaCorsi, director of Capital Construction for KCHA, said that the project was part of the Authority's strategy to preserve and upgrade its entire portfolio of public housing.

"Green River Homes was very well maintained over all those years, but it got to the point where the units became pretty tired, pretty outdated, and it was time to do a major renovation," DaCorsi said.

When renovations began in April



**Sandy Goodenhow**

2012, the water distribution system was undersized and lacked adequate fire flow. Floor plans were outdated, as were plumbing, heating and electrical systems in the units.

"We were fortunate enough to put together a financing program to allow us to come in and do this work. Originally, we had 60 units here, and one was used by the YWCA as a training center for after-school homework, so we actually took that unit and converted it into a five-bedroom unit and reduced the number of units to 59."

Many of the units had to be stripped down to the studs and rebuilt.

The result is living spaces with modern, attractive, easy-to-maintain fiber cement exterior siding. Gables over front doorways embellish the former utilitarian-looking, cabin-like structures. Renovated apartment interiors have new doors, windows, cabinets, countertops, wall finishes and floor coverings.

The grounds have been improved, too, with the installation of new playground equipment suitable for toddlers and older children. The basketball court has been replaced. The property has been re-landscaped with new trees, shrubs, ground cover, and grass. Curbs and sidewalks have been replaced, and the stretch of L Street that runs through the development has been resurfaced. New water and gas lines have been installed.

The project was financed with a combination of federal low-income housing tax credits and tax-exempt and taxable financing supported by the federal government's project-based Section 8 rents. KCHA's status as a Moving to Work agency provided flexibility to combine funding streams, which made this financing possible.

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